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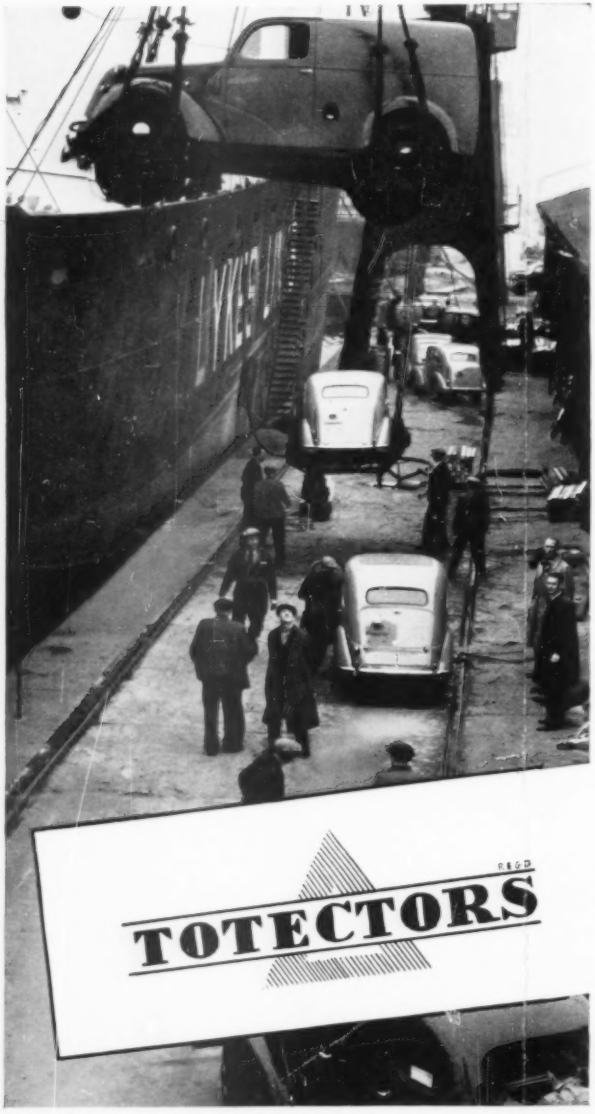

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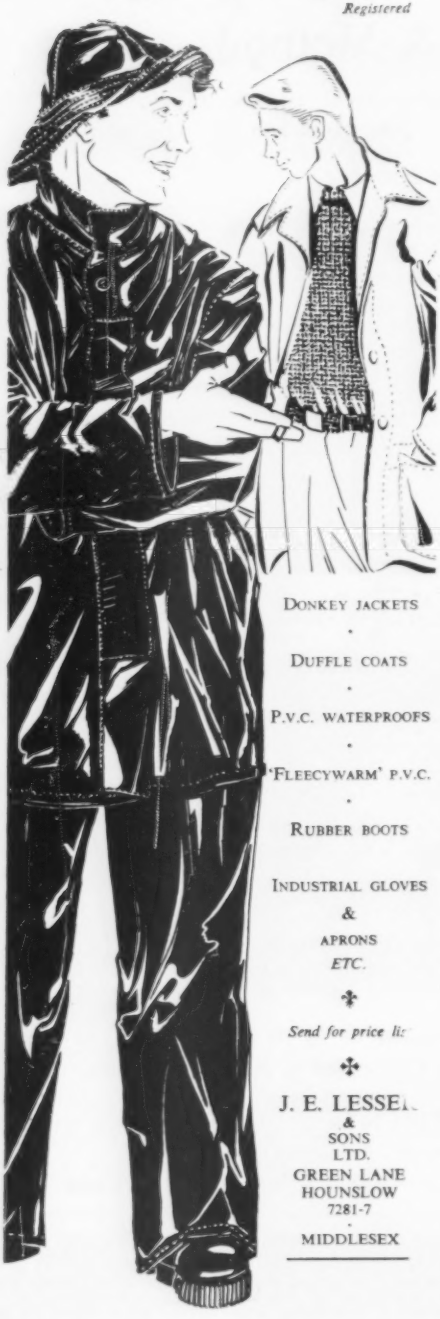

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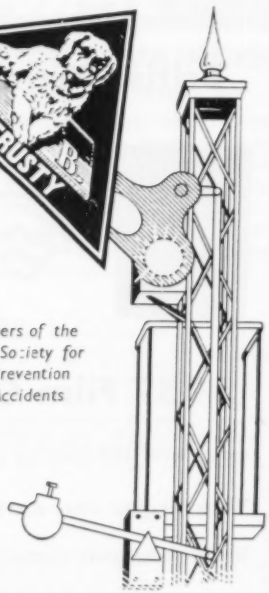

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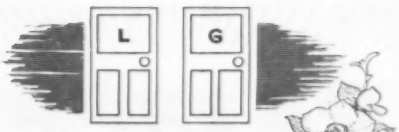

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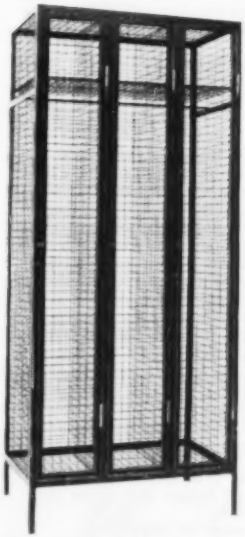

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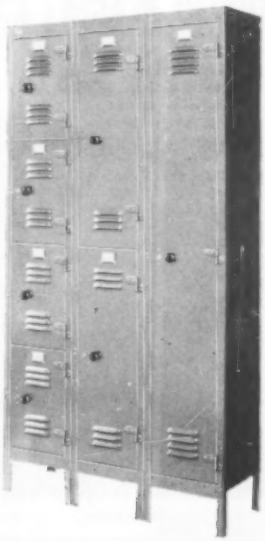

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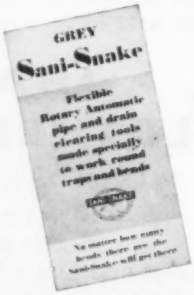

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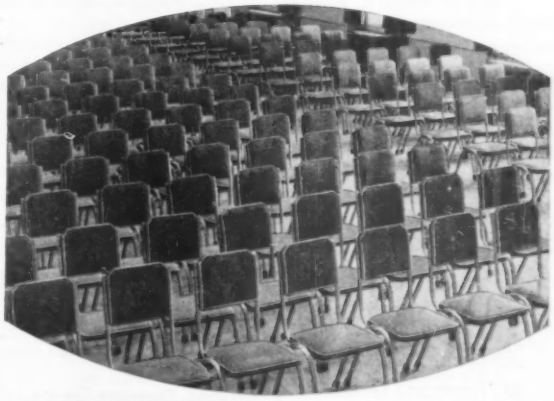

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Point Counter Point

Challenging Ideas & Events in Personnel Management

CATERING BARRIER

WE have devoted most of this issue to industrial catering in the hope that readers will find some ideas that can be applied with profit in their own firms. We do not claim that raising the standard of employee feeding and increasing custom in canteens and staff restaurants is the most urgent problem facing personnel managers today: but it is one of those widespread and persistent problems which is continually cropping up at works' meetings between management and labour. Moreover, almost every firm that has accepted and beaten this catering challenge is able to point to a general improvement in morale. There is, as it were, a chain reaction.

Not long ago, I visited a work's canteen on which the management had spared no expense, yet only one worker in three was using it. The rest either went home for their mid-day meal or to one of a number of nearby "caffs" the tattie squalor of which was only equalled by the repulsiveness of the cooking. The management made further alterations, chiefly in layout and décor, so that the canteen no longer looked as if it were part of a factory, and now one worker in two is using it.

The fact is, that the factory worker, though he probably votes Labour, is far more Conservative and hidebound in his living habits than those whom one thinks of automatically as voting Tory. Outside of certain narrow limits, he is suspicious of material changes. This may sound very remote from the subject of canteen usage yet it is in industry, rather than in commerce, that the problem exists. For example, despite their vastly increased spending power, there are still tens of thousands of working-class husbands who consider themselves entitled to a mid-day meal on each and every day out of the housekeeping money they give their wives.

There are many first-class works canteens that have not managed to break through this one-in-three barrier. The reason is partly tradition, but even this, as we have seen, can be overcome by the correct psychological approach. The nearby "caff" is dearer, the food is likely to be inferior and the premises certain to be filthier; *but it is not part of the factory*. The works canteen should be so laid out and decorated that it, too, no longer reminds people of the job they are doing. In this way, you will get many more customers, even though it will take time.

BRAINS FROM DOWN UNDER

IN the high noon of our industrial supremacy it was our custom to export technical brains to what used to be called "the far-flung corners of Empire". Now from Dexion Ltd., the slotted angle firm, comes news of the process in reverse.

Our current shortage of engineers and technologists is by now well enough known, so that the main interest today centres on how to overcome this shortage. To this end, Dexion has begun a recruiting campaign for engineers in Australia—in Sydney and Melbourne, in particular—and is sending out one of their personnel executives, New Zealand-born, Mr. G. Scrimegour, to conduct the whole operation on a personal basis. Advertisements have already appeared in the Australian Press and University journals, and so far the firm has received about 100 enquiries.

Dexion guarantee selected personnel at least the same standard of living here that they enjoyed in Australia and, among other things, offer the following as bait: a chance to work in Europe, a chance to be in on new industrial techniques, and the chance to learn new management ideas. "Overseas experience" is a great advantage when looking for jobs in the Antipodes.

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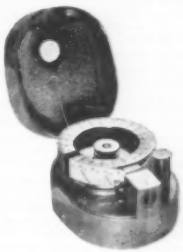

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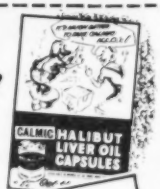

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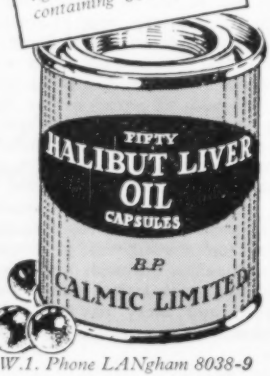

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Point Counter Point

New Zealand-born, Mr. Scrimegour (standing), discusses the recruiting expedition with Dexion chief, Australian-born Mr. D. Comino.

The first recruits are due to arrive in November, their passages will be paid (here and back, if necessary) and the company hope the newcomers will stay with them although there will be no binding legal obligation to do so. As much importance will be paid to the candidates' personalities as to their technical competence, for the firm is proud of its own special "social ethos" which they claim favours the individualist more than the conformist.

The company is looking for young men with only a few years' experience in industry (the average age of Dexion top executives is 32) and Mr. Scrimegour is confident that Australia can provide them. The whole venture, it should be added, has received the blessing of the office of the Australian High Commissioner in London although that country itself has by no means a glut of technical men.

Dexion are to be congratulated for their enterprise, and incidentally the decision to go on this technical treasure hunt resulted from a brainstorming session, but why stop at Australia? Is not a lot of Europe and the Commonwealth open to such prospecting? Dexion say that at the moment theirs is a pilot scheme, not a policy to which they are committed. Other firms could do likewise with other areas besides Australia as their oyster.

CALL-UP NONSENSE

THE recent Government proposals on the call-up (White Paper, Cmnd. 175) are in interesting juxtaposition to the whole question of technical skills for industry. Nor are they above criticism even though we concede the Minister of Labour's claim that "they represent the best and fairest means of meeting the reduced need for National Servicemen until conscription can be brought to an end".

Under the proposals, young men born in 1939 who plan to take courses at university level will, where necessary, be granted deferment to permit them to begin their studies in 1957, 1958 or 1959. Note that this is "deferment" not "exemption" which implies that they will have to do National Service on or after 1960 even though the call-up is scheduled to end in that year.

NO IMAGINATION

But what about the tens of thousands of youngsters still at school from whom, via the apprenticeship system, industry will draw its "middle brains" in the near future. Time and again M.o.L. spokesmen have acknowledged the vital part this system plays in our national economy, yet the White Paper contains no bold and imaginative proposals to cover this section of our population. Presumably it was not thought worth bothering about since the call-up ends in three years anyway.

Yet today, now the whole concept of warfare has altered completely, a youth can serve his country better by acquiring some industrial skill than by being put through military rituals and manœuvres which to his mind are either grotesque or pointless. This argument is made all the more cogent now that under the new Defence Plan the principal of voluntary recruitment has been adopted and the strength of the Armed Forces is to be reduced from its present 690,000 to 375,000 in 1962.

All this adds up to the fact that the Minister could have announced a decision to exempt from now *all* youngsters taking up some form of technical training upon leaving school where such training lasted two years or more. This would have been more than mere common sense; it would have been an incentive to many thousands of youths still at school who will fritter away their chances because they cannot see the point of starting any kind of a career with two years in the Forces looming up. It would also, by the way, constitute real proof that the Government recognises our shortage of technical skills to be the big problem it is.

YOUTH AT THE HELM

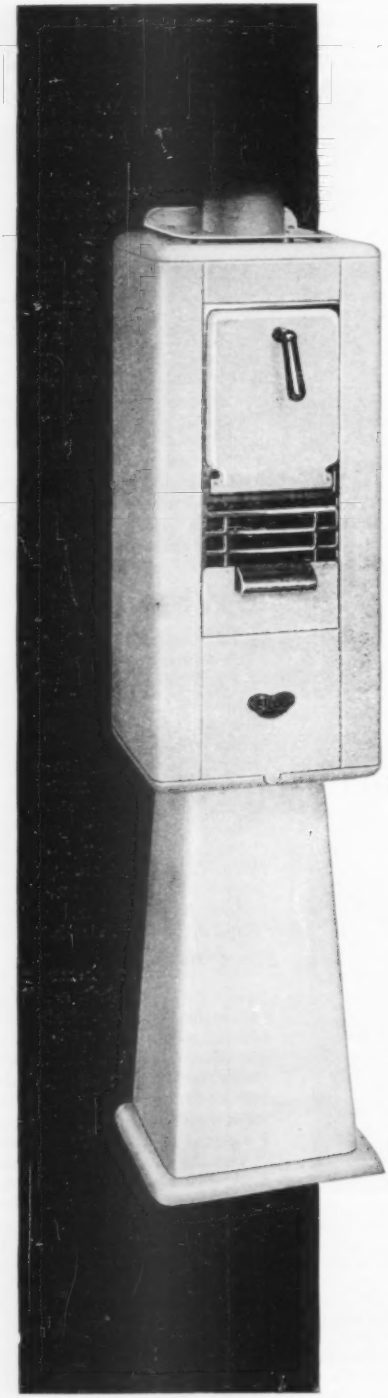
At the tender age of 21, Miss Tina Davies, personal assistant to the managing director of the Stabilag Co. Ltd., Hemel Hempstead, completed on behalf of her company an agency agreement with a German firm worth £50,000 a year. The whole agenda for the complicated discussions was completed by Miss Davies herself. She is seen here, on her return from Frankfurt, at London Airport.

GOOD BY STEALTH

THE International Labour Organisation may be described as the keeper of the world's conscience on working conditions. Despite an excellent Press office, little is heard about ILO activities —like so many Geneva-based international bodies, it seems to do good by stealth—yet its prestige is immense. At its 40th plenary conference which ended a few weeks ago, there were present 900 delegates from 73 member countries and 10 dependent territories; and of these, 30 were Ministers of Labour including those of the United Kingdom, the United States, Germany and Russia.

One reason, of course, why so little publicity about ILO activities obtains here is that working conditions in Britain are far above the minimum standards laid down in ILO conventions which, incidentally, must be applied in member countries. The same is true of most countries in the West, and indeed I noticed at the 1957 Conference that it was the delegates from economically backward countries who were the best attenders at the various sessions. There was something very praiseworthy about the way they sat stoically, earphones on head, through some long and elaborate speech in a foreign tongue in the hope that they would hear something in support of their own briefs.

The annual Conference takes place in the sumptuous Palais Des Nations



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Point Counter Point

The ILO headquarters, Palais Des Nations, Geneva.

in Geneva and lasts about three weeks. Simultaneous translation facilities are available in six languages, and the whole event is heavily charged with procedure much of it unintelligible to the layman. Many of the speeches are a compound of platitudes and verbosity, but one feels, nevertheless, that there ought to be such a body as the International Labour Organisation.

FOREMAN IN DECLINE

THE British foreman's relations with his managers cause him more trouble than those with his workpeople. His status, moreover, is tending to decline.

These are two of the main findings from seven case studies recently undertaken by the National Institute of Industrial Psychology, now published in book form by Staples under the title *The Place of the Foreman in Management*.

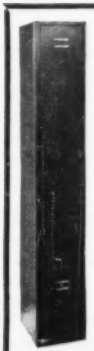
On the first point the authors state that the foreman appeared, on the whole, to be remarkably unconcerned about his relations with his workers, even though some foremen these days have more trouble in enforcing discipline than was once the case. For the most part, however, relations are long-established and stable; most workers understand the role of the foreman and accept his authority.

Relations with managers were another kettle of fish. Regardless of the foreman's official powers and status, the extent to which he is consulted by managers very often depends on his personal relations with them. These, in turn, are determined by such things as the general willingness of managers to delegate their powers, their general approachability, their opinions of the foreman's competence, and so on. The reason for the decline in the foreman's status is that managers have tended to take over functions which had originally belonged to the foreman. This has more or less been accepted by foremen, though quite a number still resent any actions that, rightly or wrongly, are seen as undermining their status.

This publication is a very valuable addition to management literature and has the additional virtue of being immensely readable. It does not make nonsense of current ideas on supervisor development, but it does show that sending foremen on courses on human relations and formally establishing them as members of the management team is not nearly enough. THE EDITOR.

QUACK REMEDY

"I don't find the idea of artificially driving up the unemployment figures a particularly attractive one. . . . I am not altogether satisfied that those who argue for this course quite realise the degree of unemployment that might be necessary for this policy to prove, even partially, effective."—Chancellor of the Exchequer, 12-7-57.



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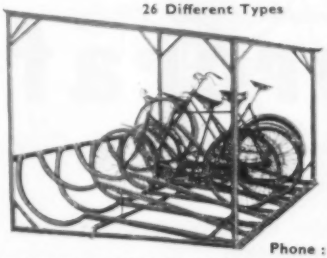

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What is Our Industrial Status?

By J. M. BRIDGES
Personnel Manager, T. Wall & Sons Ltd.

Is the personnel officer a professional man, an industrial padre, or a managerial intellectual? Or is he a mixture of all three or something quite different that defies analysis. Here, anyhow, are the views of one of our "profession" on a recent paper on the subject published by the I.P.M.

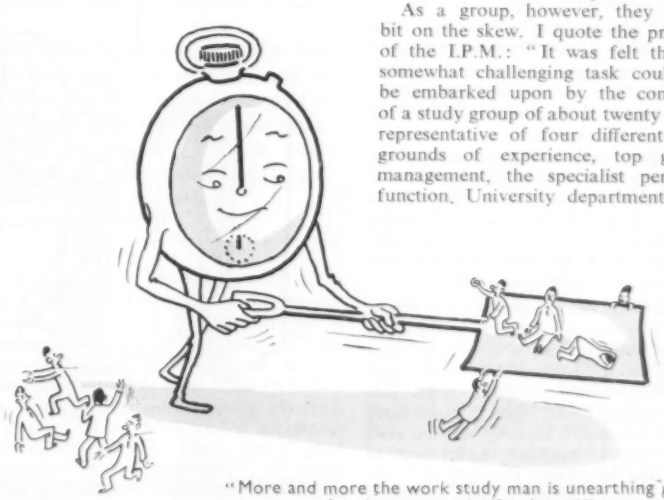
THE I.P.M.'s latest Occasional Paper has been published. It concerns *The Role of the Personnel Officer*. It is not inappropriate of course, that the I.P.M. should do this, but as a member of the "profession" I would have thought that an apter title would have indicated that this was an attempt to appraise the *emerging* role with some aspirations for the future; because if anyone is foolish enough to believe that this paper sets out the universally accepted role of the personnel officer *at present* no doubt his line colleagues will put him right when he discusses it with them.

There is an element of hope running like a silver thread throughout this work. It might have turned to gold had the I.P.M. enthusiastically endorsed the sentiments expressed, but unfortunately they tarnish the whole thing by denying twice in the first two pages their responsibility for the views stated.

Now, I know that it is customary for professional bodies to provide a forum for the expression of opinion, controversial or not, and to issue cautionary statements in self protection, but I should have thought that the I.P.M. would have been well advised to adopt this report and enhance their reputation thereby. I fail to see the wisdom of inviting a panel of prominent people to prepare papers on the subject, handle them together for two whole days, have the conference adequately reported, publish it, then disown it!

It is always salutary to examine the individuals on a panel and decide in one's own mind on their competence. I was happy to recognise five of them as persons I knew and, having read the published works of four of the others, I take the rest for granted. They were competent to discuss the subject, of that there is no doubt, and they were extremely fortunate in having as a chairman and reporter, Guy Hunter who wrote it up.

As a group, however, they were a bit on the skew. I quote the president of the I.P.M.: "It was felt that this somewhat challenging task could best be embarked upon by the convening of a study group of about twenty people representative of four different backgrounds of experience, top general management, the specialist personnel function, University departments such



"More and more the work study man is unearthing grist for the personnel officer's mill".

"We felt it false to believe or imply that the personnel officer must have, by virtue of his task, a higher or different standard of social morality than that of his fellow managers".

as social science and economics; and independent research or consultant institutions".

These are excellent, but where is the voice of middle management and line supervision. Why have the trades unions' opinions been excluded?

Even more important to the personnel function is the increasing clash of interest with the work study man. Surely we are not unaware of the fact that personnel management and work study are unlikely to continue for ever as different specialities? More and more the work study man is unearthing grist for the personnel officer's mill; job descriptions, organisational changes, work/pay relationships. Although two members, at least, on the panel were competent to raise this question they let the opportunity slip.

What of the meat in the pie? The paper reveals little that is absolutely new, but it does put into print one or two things that need emphasis, so in this respect it represents worthwhile effort.

Ranking first in importance is the statement that "*The final responsibility for personnel policy lies squarely upon the top general management (to whom the personnel officer acts as adviser) and its execution runs through the whole line of management*".

This is so fundamentally true that it looks like the proverbial blinding flash of the obvious, but, if it is true, how many people believe it? Many personnel managers, no doubt; not a few top management; the supervisory grades pay more than lip service and, given proper support, endeavour to carry out company policies.

Somewhere in the middle clay one finds the high-sounding personnel policies of top management brought to a slow, inevitable halt. Maybe it's because there are real difficulties in applying precepts in a practical way and top management hasn't really thought the whole thing through. Maybe we have got to find some way of communicating the enthusiasm of the originators of policies to the executors. And we can't expect the sparkle of porcelain from the middle management clay unless it's fired — with enthusiasm!

The study group made an enlightened comment on the practicability of this first principle in a little chapter on the "Organisation of the Personnel Function" and said in effect that to advise top management you've got to be one of them; which brings us back to where we came in. If top management believe in this final responsibility principle the personnel officer is likely to be called upon for advice; if not, he will be relegated to the subordinate role of labour clerk.

A pleasing draught of fresh, wholesome air was blown in with the statement that: "First, we felt it false to believe or imply that the personnel officer must have, by virtue of his task, a higher or different standard of social morality than that of his fellow managers. Moral issues arise for all managers, and all managers are under an obligation to deal with them (as we have seen) by standards *at least* conforming to good current social norms; the morality of the personnel officer should be the morality of good management". It has long been a mistakenly held belief in some quarters that the personnel officer represents the company's conscience and these quarters are not confined to line management; the "profession" too has its fatheads who see themselves as a species of industrial padre. Let's hope this pamphlet will help to bury the idea once and for all.

Thirdly, there is some straight talk about the justification of the personnel function. I quote: "If, in fact, industry is first and foremost an economic activity and personnel management as such exists only within the framework of industry, it must therefore be concerned, equally with every other branch of management, in economic success".

Let me nudge the panel gently. There isn't any "If" in that sentence and any personnel officer who believes he has an independent job to do which is not concerned with economic success will either find himself beating time in a haunted toolroom or belonging to the lunatic fringe in the "profession" whose sole aim in life is to play Lord and Lady Bountiful at some other person's expense. I'm fully aware that this opinion of mine would bring the long-haired starting out of the espresso bars with cries of social man versus economic man and armfuls of quotations about nationalised industries which are not run for profit, etc., but

(*Continued on page* 47)

"Many of us may lean unconsciously to the role of the detached, objective mediator/negotiator".

What Skills Will Tomorrow's Supervisors Need to Learn?

A SIGNIFICANT development has taken place at Vauxhall Motors in the past year. The piece-work system of paying production workers has given place to a time-work system and after a year of working the new scheme the management of Vauxhall's express their satisfaction with it. Their reasons for the change-over are interesting and herald, I feel, the shape of things to come. With increased mechanisation they feel that the determining factor in higher production is the planning of the processes, the machine lay-out, and the type of machines used, rather than the sweat of man's brow. So we have a clear and firm recognition that output is mainly management's responsibility.

Vauxhall's stress that this new (to them) method of management requires a very high standard of supervision. The numbers of people under one supervisor have thus been consistently reduced from 50 to 25 or 30. This, however, is only a start; for supervisors have still to provide the kind of leadership which will encourage people to put their backs into production. Vauxhall's spend much time and effort training their supervisors and a man does not become a production foreman until he has had eighteen months' training of this kind.

During my recent trip to America I was talking to Professor Maier about this very point. He is training supervisors in various companies in America to use democratic methods. I asked him why he trained them to use this particular approach expecting him, I suppose, to enunciate some high-sounding principle about the democratic way of life. Instead he looked a bit surprised and said: "Why, because it's the most successful way, of course!" He stresses that successful democratic leadership requires the application of specific skills which are not easy to acquire but which can be learned if they are properly taught.

Thus, a supervisor has to be able to recognise the problems which are suitable for solution by his group; he must be truly willing to share his responsibility and truly willing to accept the decision arrived at by the group and he must be skilled enough to help his group to reach a well-balanced and successful solution.

Whether or not you agree with Discussion Leader we are always glad to hear your views on any topic raised in these pages or in Point-Counter-Point. We pay a guinea for each letter published and withhold names and addresses if asked.

For all these aspects different skills are required. Professor Maier teaches these skills and some of his results are impressive. He stressed to me, however, that industry should be taking another look at the kind of person who makes the best training material. In the past we have tended to choose managers because they are "good mixers" and "acceptable" to many people. Professor Maier had found that such people did not easily learn new methods. He had, for example, taken two classes, one of salesmen and one of engineers. The salesmen—all good mixers and used to dealing with people—tended to regard his teaching as a species of new "tricks". The engineers, on the other hand, after an initial period of suspicion, recognised that this *was* a revolutionary approach and learned rapidly from then on.

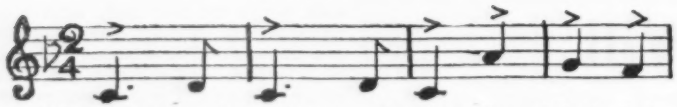
Perhaps a higher degree of intelligence and a quality of flexibility are two of the most important traits which will be required of supervisors who wish to survive in the age of automation.

The head of an Electronic Special Devices section of a large government laboratory told me recently of a difficult supervisory selection situation with which he had been faced. It illustrates my conversation with Professor Maier very clearly. Apparently Mr. J. needed someone to take his place while he was absent from the unit. His duties included choosing engineers to be heads of special research projects and supervising the work of the other project engineers. Mr. Williams was the next senior man. Though well liked by everyone, he was weak technically. Mr. Wallace was a recent newcomer and was thus junior to him but very strong on the technical side. He had showed initiative and was well respected by all. Mr. J. considered he showed great promise and there was no doubt in his mind that in the future Mr. Wallace would be the best man, but Mr. Williams, as the senior man, would obviously be hurt if anyone else was appointed instead of him.

Mr. J's solution was, therefore, to divide the work of the unit into two parts. This left Mr. Wallace and Mr. Williams both in charge of half of the work. It was decided that in a year's time Mr. Wallace would be promoted to the same grade as Mr. Williams and soon after that he would be made assistant head. Mr. J's immediate chief was not too happy about this plan but accepted it because he did not want the morale of the unit to be affected.

Do you think this was a good solution? Should the fact that Mr. Williams was well liked socially in the unit have affected the issue? What had Mr. J failed to do at an earlier stage which was now making it difficult for him to choose Mr. Wallace instead of Mr. Williams?

To Soothe that Ravaged Zest



"Calling all Workers" (*Eric Coates*) Copyright, Chappell & Co. Ltd.

Some Variations on Music While You Work

Though only 15 years of age, "Music While You Work" has attained the venerable status of a tradition. But, as this feature shows, there are psychological subtleties to be observed and ways and means of improving on the original.

"IF music be the food of love—play on!"

Shakespeare's opening line to *Twelfth Night* is perhaps the most quoted of all aphorisms on music and time has confirmed the truth of his observation. Today, however, there is almost equally strong evidence that music is also the food of work.

Writing in the November, 1955, number of this journal, Mr. Frank Woollard, the automation expert, pointed out that among other things working class families can now hear music that 50 years ago was denied even to kings. What is even more surprising is that much of this music is a regular feature not merely of the domestic hearth but of the shop floor itself. The B.B.C.'s "Music While You Work" programme has now reached the status of a national tradition and is heard in some 5,000 factories throughout the country. And now more and more firms are supplementing this programme with record selections chosen by the workers themselves.

But "Music While You Work" remains the backbone of the whole movement. Though now in its 15th year, much thought and care is devoted to the programme as when it first [illegible]d during the bleak days of 1942. The programme was introduced for two reasons: first, in many cases it stimulated production; second, it bolstered morale at a time when endless and dreary repetitive work had to be kept up in circumstances that never would have been allowed in peace-time.

Later in the same year, a B.B.C. team reporting on the programme went quite lyrical about it. "Music" they said, "aids production by:—

1. Stimulating the tired worker;
2. Acting as a mental tonic;
3. Relieving boredom;
4. Increasing happiness;
5. Improving health;
6. Minimising unnecessary conversation;
7. Relieving nervous strain; and
8. Cutting down absenteeism."

Something that performed all these personnel functions needed looking into, so we decided to visit the present producer of "Music While You Work," a Mr. Fredric Bayco. He told us many interesting facts.

First of all, apart from the 5,000 factories who take the programme, there is a huge domestic listening as well. Listening is more or less constant save for a slight fall on Saturday morning. (Conversely, "Housewives' Choice" primarily for domestic listeners is now a great favourite with industry).

By ROBERT McKINNON

Mr. Bayco describes "Music While You Work" as a functional programme, a "psychological soother." The programme is very costly to produce because of the great amount of technique needed to ensure that the music is buoyant, gay, familiar and uncomplicated. Its tempo must not be too quick or too slow. It should relieve boredom without making the workers want to stop and listen. Another requirement of "Music While You Work" is that it should be continuously audible and that is why there are no "vocals" which tend to be drowned by the noise of machinery. On the other hand, if the programme makes large numbers sing at their work, so much the better. Smash hits are often included but Rock 'n' Roll is out.

"Music While You Work" is played 11 times a week, 10 of the programmes being divided between dance bands and light orchestras. The remaining one—broadcast on Tuesday afternoons—is a military band, this because the B.B.C. has found that a number of older workers like this type of music. So far as entertainment goes, the Corporation's policy is to please everyone—in bits. The broadcast times of 10.30 a.m. and 3.45 p.m. were chosen because it is believed that the workers' effort tends to flag at these periods of the working day.

The conductors of the orchestras choose their own music but Mr. Bayco edits their choice. He points out, however, that band leaders who broadcast regularly on the programme soon learn exactly what is required.

In the 16 years of its existence "Music While You Work" has inevitably received many tributes and complaints. "Both come in spasms" says Mr. Bayco, "but the tributes do outnumber the complaints. Sometimes factory managers will protest quite vigorously when the programme

is cancelled because an important football match is being broadcast. Then, the workers really do get distracted."

So much for the B.B.C. view. Before considering music for workers from industry's standpoint, mention should be made of the financial obligations.

When the Government recognised the importance of music in the early days of the war, it made an arrangement with composers through their professional organisation, the Performing Right Society, to pay an annual fee for the right to re-diffuse their music through factories and canteens under Government control. Later, in order to save other factory owners the trouble in wartime of making individual arrangements with the Society, the Government made a similar agreement on their behalf.

Today, it is the responsibility of the individual factory owners to obtain their own licences from the Society for music performed or broadcast on their premises.

This is a simple matter involving no more than the completion of a brief application form so that the annual fee can be assessed. This is worked out on the basis of one penny per employee for an average of half-an-hour's music per day, with a minimum fee of £2 per annum. The B.B.C.'s "Music While You Work" programme is of course subject to this charge.

Thus for a factory with 300 employees enjoying an average of two hours' music per day, the licence fee would be 300 times 4d., or £5 a year.

This applies to music provided by wireless receiving sets, radio relay service and gramophones. For musical entertainments, such as dances, concerts, film shows, in factories, canteens or works social centres, the Society (whose address is Copyright House, 33 Margaret Street, London, W.1.) quotes fees on application.

We have already mentioned that the appetite for music on the shop floor is in many cases growing beyond what the B.B.C. provides. An excellent case in point is the tailoring factory of Willerby Ltd. in London, E.5. Here, the company was already broadcasting "Housewives' Choice" and "Music While You Work" but at a meeting of the social committee the staff asked for still more music. The management felt, moreover, that this would be a good thing, especially between 2 p.m. and 3 p.m. when "post-lunch lethargy" tends to set in.

As a result some 17 records are now played in this hour on a 78 r.p.m. record player which is fixed to the public address system in the factory and controlled from the switchboard room. Workers supply their own records leaving them in the switchboard room as they come into work in the morning. Substantially more requests are received than can be dealt with and the firm has found that the type of record played on this programme tallies with the type on "Housewives' Choice," probably because three-quarters of the 400 staff are women. For this reason in fact most clothing factories supply some form of "Music While You Work."

Study in E for efficiency—this girl operator on the motor assembly line at Dictaphone Co. Ltd. works in her own small world of music, aided by stethoscope headphones.

Factory Favourites

The records are selected by the switchboard operator who occasionally announces a particular request—e.g., "Record of the Week" this being one which has never been played on the programme before. If the operator has difficulty with the selection, she asks the advice of the personnel manager who is the final judge in the matter. Parochial humour often creeps in with such programmes. When for instance the smash hit *What Will Be, Will be (Che Sera, Sera)* was in vogue a few months ago, in no time at all the girls were singing "Willerby Will Be."

To throw some further light on the topic, we asked the opinion of Mr. J. M. Bridges, company personnel manager of T. Wall & Sons Ltd. Here is what Mr. Bridges wrote:—

"To those in the management group whose officers are situated close to the factory, "Music While You Work" is an unmitigated curse. It is not that the average manager's brow is too elevated; rather it is that regular external rhythm interferes with brain work, especially if it is diffused through several layers of corrugated iron and mixed with the usual sounds that come out of a factory.

"What of the 'plebs'? To them the sounds of working, if not distasteful, are at least not positively joyful, and nothing peps up the spirit or brightens the eye like the crackle of atmosphere in the loudspeakers which heralds the daily dose of Elvis Presley and kindred minstrels; and if your pulse beats faster your ability to cope with so many units a minute rises correspondingly. No other reason could persuade hard-hearted management to pay for it, keen as they are to clip every unnecessary expense.

"In our factories we use up two hours daily, spreading it out between 'Music While You Work' and 'Housewives' Choice.' We also play single records on high days and holidays by request. Saturday morning is an overtime shift in our company, so we find a great demand for music then. On night shifts, while we don't play music which might disturb the neighbourhood, we occasionally relay big fights or broadcasts of sporting events.

"One company within my own experience used to make tape recordings of works concerts and relay them to night shifts. This was especially welcome at Christmas time when the infectious applause of the day workers transmitted some of the glamour of the concert to the men isolated on nights.

"We use the equipment in factories and warehouses and even in the cold store, and so far have not had any trouble with the equipment standing up to the rigorous conditions of –15 deg. F.

"This 'Music While You Work' appears to be one of these frills which may be installed to keep up with the industrial Jones's, but eventually becomes part of the furniture, to be removed only at the cost of great dissatisfaction to those who enjoy it. If some manager, irritated beyond endurance by the sounds welling up out of the factory during the daily homage to Pan, is tempted to shut it off, let him remember that 'he that hath no music in his soul is fit for treasons, stratagems and spoils'."

After which we can but end as we began with a quotation from Shakespeare (*Hamlet* this time):—

"The rest is silence."

SPECIAL INDUSTRIAL CATERING SUPPLEMENT

A Joke is Dying

A FEW years ago British catering was both a national joke of the grimmer variety and the despair of visitors to these islands. Since rationing ended, the industry has slowly mended though things are still far from perfect as anyone will confirm who has ever tried to get a meal in a provincial town after 8.30 p.m.

Similarly with industrial catering. Compared with what obtained in the first post-war years, a minor revolution has taken place. Equipment, service, décor, seating, even menus, have improved out of all recognition, though here again there are still too many black spots. Only last week I was in an industrial canteen in the North that might have caused a Victorian workhouse master to have second thoughts.

Happily such places are fast becoming the exceptions but even the most progressive firms still often fail to attract the custom they deserve for it takes a long time to overcome deep-rooted prejudice.

The final responsibility for a firm's employee feeding arrangements often rests with the personnel manager. We hope, therefore, that in the following pages will be found one or two ideas that will make his task easier.

THE EDITOR

AUGUST, 1957

Helping a new member of the canteen staff to settle in quickly and easily requires as much care in selection and induction as is given to any other new recruit in the firm. As this article shows, far too many catering workers quit the job after a short time simply because this vital question of morale is ignored.

Your Catering Staff also needs Personnel Management

THE labour turnover in all catering establishments is pretty high. It is not long since catering was a casual employment, with personnel drifting between town and seaside according to the season. In addition, the wages of catering workers were such as to attract none but the lowest stratum of intelligence, honesty and vigour. Even in the employee food service of industry and commerce, this tradition lingers on. The cloakroom and lavatory facilities for the canteen workers are often worse than any other in the establishment. The wages paid the canteen worker are commonly lower even than the basic rate paid to women employees in the same factory. Even the uniform provided for canteen workers is often ill-fitting, in bad repair and unbecoming.

This state of affairs is not peculiar to Britain. It is, in fact, experienced in all parts of the world, except Switzerland and the Scandinavian countries, where either the hotel trade is the aristocrat of national industries, or, as in Scandinavia, there is absolutely no dislike of domestic service as a career for girls.

Records show that 80 per cent of catering workers leave their jobs within the first week of their employment. Any attempt to document the reasons for these early leavers results in a list of purely formal remarks such as, "journey too long", "hours not convenient", "kitchen too hot", "did not like other women", "did not like canteen work". None of these answers has much reality. The real reason for this constant and very expensive drain on the personnel costs of any factory is that the new person, for some reason or other, simply has not settled in.

By WINIFRED McCULLOUGH
Senior Canteens Adviser, I.W.S.

Could we examine the possible reasons for this state of affairs?

1. Perhaps the job was not honestly or clearly described to the applicant. Where staff is short, this is quite likely. The person engaging canteen staff knows how greatly they are needed and perhaps describes the job in too rosy terms or fails to mention aspects of the work that are unpopular, such as scrubbing and vegetable preparation.

2. Lack of understanding of the wages, hours of work, and of any deductions that are to be made from the wage. People who apply for general canteen work are not usually of a very high standard of education and a quickly told rigmarole of hours, wages, deductions, etc., may well be misunderstood or not fully taken in during a routine interview.

3. Engaging someone without considering how she will fit in with the present team of workers. For example, to engage a young girl for a kitchen in which the person nearest to her in age is perhaps 20 years older will not usually result in her settling in very well.

The interview, therefore, should be clear and honest. If the work is that of a cleaner or a vegetable hand, it should be so described. If there are such things as occasional overtime expected, this should be mentioned. The business of wages, laundry allowances, meal allowances, deductions for sports and social club should also be clearly described. It is worthwhile to find out what sort of journey the applicant will have and to make sure she herself has grasped the cost of it, both in money and in time.

Now to come to the first day at work. The canteen worker turns up on her first morning either with no knowledge of what the work of a big kitchen is like, or with her mind a hotch potch of the way things have been done in other places where she has worked. In any case, like all workers on their first day, she is rather shy and diffident, feels out of place and is very ready to assume an attitude of "I don't like it here, I shan't get on very well here", or even "I'm not good enough to work here".

On her first morning, therefore, she should be met by someone who has been deputed to do this, who knows

Taking care — Amongst other things new canteen staff should be taught how to lift heavy objects.

her name, where she lives, what job she has come to do, and, if possible, one or two personal things about her such as, that she has young children and this is the first time she has left them to go out to work.

This person, probably a supervisor, should take her at once to the linen room, provide her with overall and cap and make sure she knows where the toilets are, how to clock on and where the surgery is. After that, in some large firms, she would probably join a party being shown over the works, but as canteen workers normally join one at a time this is not always possible. However, some attempt should be made to let her know what kind of works it is, what kind of materials or products it makes and what sort of a place it is for people to work in.

Not all at once, but over the first two or three days, she should learn about the amenities available for employees and, if possible, should be persuaded to take part in them.

There are occasions on which the medical examination, which should form part of the selection of all food workers, may result in a worker either not turning up on the agreed date or leaving after a day or two when she knows this ordeal is before her. Ideally, the medical examination should follow immediately upon the selection interview, but where staff turnover is extremely great, it is often thought better to leave it until the end of the first week. As a means of protection against food poisoning, this is not very realistic since the damage might be done in the first day the assistant is at work.

If there is a period to wait before the medical examination, it would be a good thing to have the supervisor or the nurse or the welfare officer tell the new assistant exactly what the medical examination will consist of and exactly why it is necessary. Alongside this reassuring information should run some simple training on personal hygiene and the importance of reporting cuts, burns and illnesses to the proper person.

Help the newcomer to settle in

At the interview

Describe the job honestly and clearly. Make sure she understands the wages and hours.
Make sure she will fit in.

On her first day

Show her around her place of work. Don't just leave her to "pick up" the job.
Make one person responsible for showing her the ropes.

Settling In

All this should be aimed at making the new entrant feel at home. When it comes to showing her her own job, there are other things that can be done to help her settle in. For example, she should be shown how to do the job she is going to do and not just allowed to learn it by watching other people and by receiving odd bits of advice from those around her. She should know who is going to show her what to do, who is going to answer her questions, and how many people are going to be allowed to give her instructions. Actually, for the first week or two at least, one person only should be her immediate court of appeal.

In a busy kitchen, this is not as easy to do as it is to write it on paper, but it is not impossible and it is well worth while. One kitchen, for example, has an assistant who has been there for many years who is not suitable, and indeed does not wish to be promoted, but who knows the ropes and who is kind-hearted and friendly. This person is called a trainer, paid a small extra sum, and it is her job to help new entrants over the first two or three days at the job.

Another thing that must be remembered, particularly in the larger establishment, is that although canteen work is rather like housework there are aspects of it that can be quite terrifying. Kitchen machinery, for example the mixer, the dough divider, the tea and coffee machinery are absolutely unknown quantities, and many women, rather than say "I don't know how to use this, I'm afraid of it, I know I have been shown once or twice but I still feel at a loss with it", will say "I don't like the work", and move on elsewhere.

Danger Period

Having got the first month over, it is fair to assume that the assistant will stay for a while. In fact, the second danger period for canteen workers seems to be at the end of twelve months. Here, the reasons for leaving are more enlightening, although they still must be taken with the proverbial grain of salt. The table gives examples taken from records of 52 canteen assistants leaving after not less than one and not more than two years' service. The people referred to were all general canteen assistants and the reasons given are those elicited by careful questioning in interviews:

Number	REASON FOR LEAVING
1	On retirement at age limit.
1	For more scope outside catering, i.e. to learn some other trade, or to take up shop or office work.
2	For more scope inside catering, i.e. in a bigger organisation doing various types of catering.
2	To take up a more responsible position outside catering.
3	After a quarrel with other members of staff.
4	To take up a more responsible post inside catering, i.e. assistant cook, head counter hand, teapoint supervisor.
4	Because of family reasons.
5	To go to a job with no Saturday work.
5	To obtain more money in another catering job.
6	To take up a job in or outside catering with shorter working hours.
9	For various versions of "I feel like a change".
10	To obtain more money outside catering.

Even a cursory study of these reasons for leaving acts as a pointer to some steps that might be taken to prevent this labour turnover after a reasonable period of service. By far the highest group left to obtain more money outside catering; this is an unavoidable

(*Continued on page* 38)

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A Textile Firm Revolutionises its Employee Catering Service

Here is an account of how the largest hosiery firm in Europe welded its catering department into an efficient functional unit. Traditional practices were overthrown and even the work study department was called in to help. It was a hard task successfully accomplished and now other firms in the area are also profiting from the venture.

By JAMES BAGGALEY

WHEN Mr. J. R. Burdett, former catering instructor and self-employed baker, was appointed catering manager at N. Corah (St. Margaret) Ltd., Leicester, just over two years ago, he was determined to adopt a commercial approach to industrial catering. He knew from past experience that the conditions in many factory canteens were far from ideal, with their "thick, unattractive crockery, crowded entrances and exits, dull surroundings, and primitive washing-up facilities".

The first major task he set himself at Corah's—the largest hosiery manufacturers in Europe—was to brighten the surroundings in which the employees ate their meals. And here, as with all his schemes since he has been with the company, he had the full support of the directors, whose concern for the welfare of their employees is well known.

The firm has three canteens: the general, the non-diners', and the supervisors'. After coming to an arrangement with a local travel agency, Mr. Burdett put up posters on the walls. Separate weeks are devoted to different countries, and this scheme has proved both popular and useful with would-be holiday-makers.

The general canteen, christened the "Cavern" in a workers' competition, is now decorated in a variety of bright colours; rubble wall paper lends an original touch, and tubular steel chairs are painted to blend with their surroundings.

"I realised that the workers after looking at small objects and doing close work all morning wanted their lunch-time surroundings to be big and bright", says Mr. Burdett.

The supervisors' canteen, fed by a direct hatch from the kitchen, is attractively decorated in magenta and grey, with matching crockery, table linen and chairs.

The non-diners' canteen, where workers who prefer a light lunch can eat their sandwiches, is the same size—275 sq. yds.—as the general canteen, and is decorated in similar style.

Mr. Burdett was on safe ground with the decorating, but, in other aspects of canteen life, breaking with tradition threatened to be more difficult. However, he had no hesitation in setting about improving conditions. "Not that they were bad here", he stresses, "but my aim was to make them even better, and to weld the catering department into an efficient functional unit".

One day, at lunch-time, employees found Opalware plates at the beginning of the servery, stacked beside the ordinary plates in general use. This was Mr. Burdett's first real experiment, and he watched anxiously as each worker chose the type of plate he preferred. At the end of the meal, the old crockery was still there.

Considerably heartened by the success of this initial experiment, he next killed two birds with one stone by designing a washing-up tank for

Not every firm believes in a separate canteen for supervisors. Corah's do and theirs, shown above, seats 90. It is run on cafeteria lines as restaurant service had proved impracticable.

knives and forks, which he placed near one of the rarely-used exits. This guaranteed that employees used this exit instead of trying to force their way back through the servery entrance. In this way, the canteen staff were able to preserve their record of serving meals at the rate of 14 a minute.

Fluctuating Numbers

Corah's employ over 4,000 people. Of these, 800 lunch in the general canteen daily. In wet weather, this figure is often increased by as many as 200, and on these days it is impossible to estimate how many lunches will eventually be required until the last moment.

The non-diners' and supervisors' canteens are always full; the supervisors' canteen seats 90, and recently had to change from restaurant to cafeteria-style service, because the former system had proved impracticable.

Mr. Burdett's task would be even greater had not the directors thoughtfully placed buses at the disposal of their employees, and over 300 of them are now able to get home for lunch each day.

Although, as mentioned earlier, it is possible to serve meals in the general canteen at the rate of 14 a minute, even this rate can be improved upon when necessary. On normal days, employees take their plates and pass along the servery, where they are served with their choice. They pay a girl cashier at the end of the servery. By moving the cashier forward, and more toward the middle, and by stacking the plates at each end of the servery, it is possible to serve employees at almost twice the normal rate.

The cost of a standard three-course meal is 2s. 2d., and *a la carte* the most employees can pay is only 3s. 2d. In the supervisors' canteen, the standard price is 2s. 6d.

Mr. Burdett is often consulted by other local catering managers about prices, and they generally fall into line with those charged at Corah's. Although these are reasonable enough, some employees get a meal for less than half the price quoted above, since the directors have decided that all employees under sixteen shall only pay a shilling.

Obviously, a firm with such a large payroll must record some very high food consumption figures. At Corah's, their employees eat 150 dozen rolls, and at least 140 dozen cakes every day. In an average week, they drink 6,376 cups of tea, and 2,000 half-pint bottles of milk, not to mention 1,800 bottles of orange juice. In addition, 250 tins of crisps (18 packets to a tin) are sold every fortnight, and £380 of chocolate is eaten each month.

To help him serve over 2,000 people with two snacks a day, Mr. Burdett has a manageress, a supervisor, a chef, a cook, a confectioner, and 23 staff. His chef, Mr. Reuben Smith, has to be on duty at seven-thirty every morning, and does not get away until six-thirty at night.

"When one day's meals are over, I start planning and preparing for the next day", he says. "That is why Monday's menu always contains such a high proportion of fried food. We can't prepare anything the night before, and consequently have to start from scratch".

Work Study Called In

The factory refreshment trolleys, still in use in some departments, have to start their tour of the factory by nine o'clock. As most of the canteen staff come on duty at eight, 150 dozen rolls have to be prepared in an hour. At first, this was thought to be impossible, but after Mr. Burdet had called in the firm's work study experts, they were able to reduce the total time for this operation to little more than 40 minutes. Here the staff are helped by a machine which slices rolls at the rate of two a second.

Attractively built tea bars like the one in the picture are being set up in every production department to cope with the "break" problem.

Other invaluable utensils in the department bigger than that of many small bakeries, are centrifugal spinners, which ensure that chips do not carry surplus fat, and are always freshly cooked, containers capable of cooking for a hundred people at once, and many novelty items such as doughnut jamming machines, dough dividers, pastry rollers and flan machines. Washing up is done by a machine which cleans 3,000 plates an hour, and which can cope with an almost unlimited amount of cutlery.

Until a short time ago, employees in all departments received their morning and afternoon snacks from the refreshment trolleys pushed round the factory by members of the canteen staff. This system had obvious disadvantages. Since the trolley went round the whole factory in one run, workers in the last department usually found themselves with a rather limited choice of refreshment. Workers in the last departments tended to become "break-conscious", and stopped work several minutes before the trolley was due in order to be the first in the queue.

Like a number of other firms, Corah's have found that the answer lies in tea bars. The prime necessity for these bars is hot water, and each one at Corah is fitted with its own boiler. Attractive glass display cabinets are stocked with a wide assortment of refreshments, and 25 people can be served by one assistant in two minutes, an important consideration with a tea break lasting only ten minutes. The first bar was such a success that it was followed by four more, and plans are now under way to install them in every department of the factory. They have been given names appropriate to the activities of the firm—

(*Continued on page* 33)

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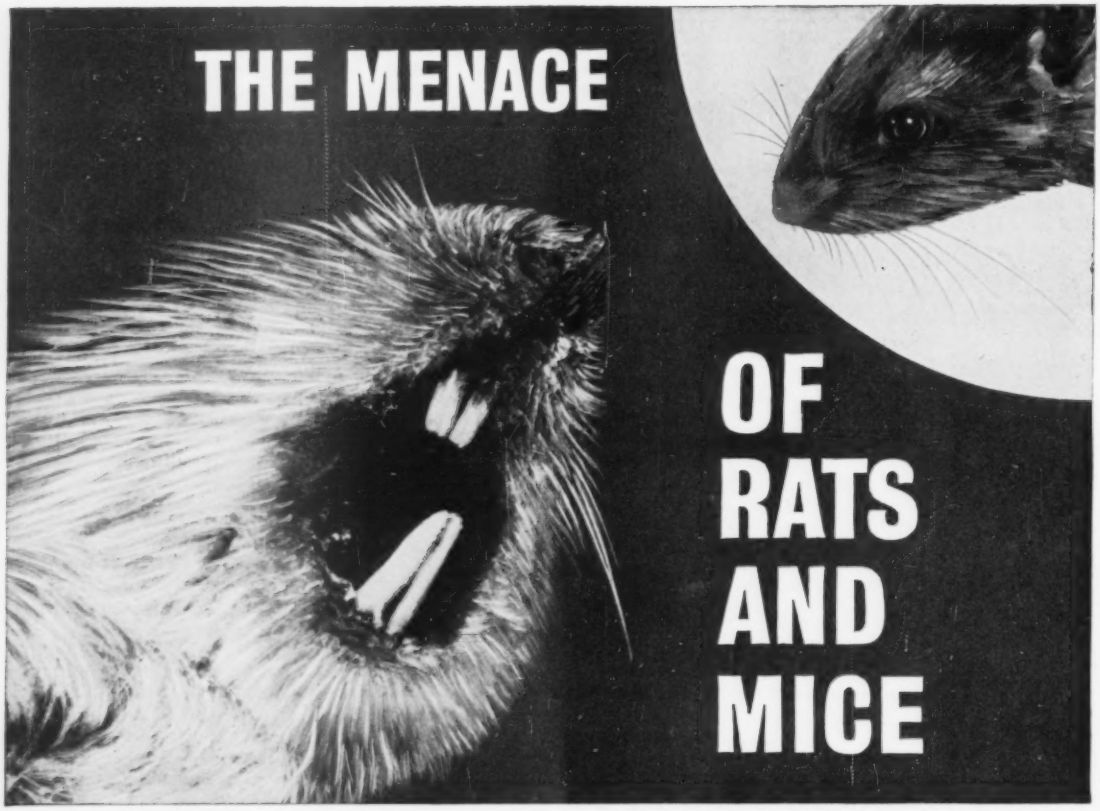

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FOOD POISONING—

Its Causes and Prevention

This feature shows just how easily an outbreak of food poisoning could occur in any canteen. It describes, too, just how easily it can be prevented.

THE total number of industrial canteens in Britain today number about 25,000 and these are responsible for feeding at least 5,000,000 people daily. There are no Ministry statistics available giving exact information regarding the relative sizes of these canteens, but a responsible authority estimates that about 8,000 canteens each feed upwards of 250 persons, and the remaining 17,000 cater for less than that number. In the case of the smaller canteens the great majority are run by the firms concerned, but a number of the larger canteens are either put out to catering firms entirely or are run for the firm by catering consultants.

Most firms have already or are beginning to realise that good feeding in the factories is an integral part of over-all efficiency. It could be fairly said that in many instances the situation, layout and efficiency of the works canteen is something in which top management of companies takes a direct interest and sometimes a considerable pride. All this is indicative of improving standards in industrial catering, but it must be remembered that just as in the most modern hospital, unless constant vigilance is maintained, infection can occur in the wards or operating theatres, so in a modern canteen, good equipment alone is no guarantee against risk of infection.

According to the Ministry of Health there were 40 recorded outbreaks of food poisoning in industrial canteens in 1955.

As might be expected, most outbreaks occurred during the months of July, August and September, and, although the actual numbers month by month are not given for factory canteens, it may safely be assumed that the incidence of food poisoning occurring in them followed a similar pattern. In other words, the risk of infection is much higher than might be supposed and as soon as the hot weather comes along the risk markedly increases. Put another way, it might be said that the temperate climate of this country greatly influences the incidence of food poisoning, and that if our climate were uniformly hotter, say as in the Southern States of the U.S., then we could expect many more outbreaks. This means that basically our standards of hygiene are not yet high enough, otherwise a seasonal increase in atmospheric temperature would not result in about a 250 per cent increase in food poisoning outbreaks.

By A. H. WALTERS
Chief Bacteriologist, Deosan Ltd.

Bearing in mind the frequency and seasonal incidence of food poisoning, the industrial caterer will be interested in the facts concerning the rate at which various common foodstuffs become infected. As shown by the official statistics, the most vulnerable foodstuffs are meat, trifles, custard, cream buns, fish, vegetables, and, to a lesser extent, eggs, milk and fruit.

Although good hygiene standards require certain habits and a certain fastidiousness in person and work, it must be remembered that in the prevention of all forms of infective gastro-enteritis we are mainly concerned with only four types of bacterium. Many bacteria are perfectly harmless and some do a useful job, such as those which make cheese, so it is necessary to know whence these particular disease bacteria arise and the conditions under which they can enter and multiply in food.

It has now been established that almost every common foodstuff can become contaminated by food-poisoning bacteria and that they may be found in the nose, mouth, throat, respiratory tract, gut, septic cuts or spots, and the hands of workers; in the gut and on the skin and feet of animals, birds and fish; and in soil and dust. From these sources they may be transferred directly to food by:—

(a) Hands
(b) Sneezing
(c) Dust
(d) Flies
(e) Rodents

or indirectly to food by:—

(f) Infected utensils
(g) Infected surfaces
(h) Infected cloths
(i) Infected water.

1. Meat is produced in a slaughter-house. It is splashed with excreta, wiped down, hung, humped and transported, and finally it reaches the kitchen or food factory. It is put on a cutting board or similar surface, prepared and eventually cooked. Thorough cooking sterilises, but the outside of the meat before cooking may infect hands, utensils and surfaces. If a dishcloth is used to wipe the board infection can be spread around.

2. Any person may become a gut carrier of Salmonella germs, possibly for a short time without knowingly suffering from diarrhœa. If such a person goes to the lavatory, does not wash the hands, and then, for instance, slices ham for sandwiches, infection may be passed on. This becomes more dangerous the longer the meat is kept for the germs will grow and pass into the gut of the eater. Here the Salmonella multiply, set up an inflammation and cause delayed onset food poisoning one to four days later. Infection can also be spread to the knife handles, cutting board and wiping-down cloth.

3. Earthy potatoes are put on a draining board and later slid into the sink for peeling. The draining board is wiped over with a cloth. The cloth is then used to wipe a utensil which is subsequently in contact with food. In earth, Clostridium germs are often found. These produce rapid-onset food poisoning when introduced into food. These germs may also be found in the guts of poultry.

4. Many dirty dishes are washed in a sink. This sink is probably never disinfected, neither is the draining board

No one, and that includes the chef, should sniff food *(posed picture)*.

nor the cloth that goes into it. Vegetables may have carried their load of manured earth into it. Into the water in the sink go cups and glasses which have been in direct contact with people's mouths, and plates contacted by several pairs of hands, and forks and spoons which have repeatedly entered the mouth. Food debris and infection are washed off utensils by the dishcloth, which becomes as infected as the wash water. The dish-cloth comes into further contact with hands, draining boards, other surfaces (table, shelves, etc.) and sometimes even the floor. It returns to the sink. In this way the sink becomes a focal point of infection.

5. If the cook has a cold he may use his handkerchief frequently but may not wash his hands as frequently. Thus the hands may pass food-poisoning germs directly to food or indirectly to the utensils or surfaces he handles. Smelling or sniffing at foodstuff is also a possible infection hazard.

Legal Position

Every industrial caterer will presumably know about the Food Hygiene Regulations (Statutory Instruments, 1955, No. 1906, Food and Drugs, Food Hygiene Regulations, 1955), but the personnel officer may not. Bearing in mind that the standard of hygiene in the canteen may directly influence the number of man-hours lost in the factory, it might be worthwhile for the personnel officers, if possible, to be familiar with the legal standards. One striking feature about the Regulations is that the requirements are obvious—particularly with reference to the human factor; for example: *Part II, Sec. 9.* A person who engages in the handling of food shall while so engaged—

(a) keep as clean as may be reasonably practicable all parts of his person which may be liable to come into contact with the food:

(b) keep as clean as may be reasonably practicable all parts of his clothing, overclothing or overalls which may come into contact with food:

(c) keep any open cut or abrasion or any exposed part of his person covered with a suitable waterproof dressing:

(d) refrain from spitting:

(e) refrain from the use of tobacco (including snuff) while he is handling any open food or is in any food room in which there is open food.

If these requirements alone were faithfully observed much of the risk of gastro-enteritis emanating from canteens would be reduced. The extent to which they are observed will depend on the particular circumstances operating in any factory, but one important feature would seem to be close co-operation and understanding between the personnel officer and the industrial caterer. The writer has had experience of failure of Boards of Management to appreciate the real needs of the canteen until the personnel officer has studied the legal standards and put them in suitable form to top authority.

One great difficulty is that often little or no action is taken until there has been an *outbreak* of gastro-enteritis in the factory. The fact that man-hours may be lost every day through sporadic cases is often overlooked. The internal policy of every firm is, of course, a vital factor, and this is reflected in the relative positions of the personnel officer and industrial caterer, **but in many instances in the U.K. today there is insufficient appreciation of the fact that careful selection, payment and conditions of kitchen staff is as important as that of any other section in the factory.**

To a considerable extent the hygiene standards operating in any industrial canteen are largely in the hands of the staff doing the domestic work in the kitchen. It may be difficult to imagine it but one of the most dangerous processes for spreading infection in a kitchen may lie with the cleaning processes. Recently a planned survey of kitchen hygiene was carried out in a Borough in the West End of London. Included in this survey was a bacteriological investigation of wash-waters and dish-cloths under practical conditions in 50 unselected catering establishments. The report makes interesting reading. It clearly shows that the most dangerous single item for spreading infection in the kitchen is the wash-swab.

Such results were obtained under practical working conditions where food was being prepared. Admittedly, these were not industrial canteens, but counts of a pretty high order may often be obtained from swabs and sink waters in any kitchen where the advice of the Public Health Authority or a bacteriologist has not been sought. This is not necessarily the fault of the workers but of the methods they are given to use.

Detergent-Sterilisers

In the Hygiene Regulations already quoted, Part IV, Section 19, states:—

(c) all sinks and other facilities available for said purposes (of washing food and equipment) shall be kept clean and in efficient working order.

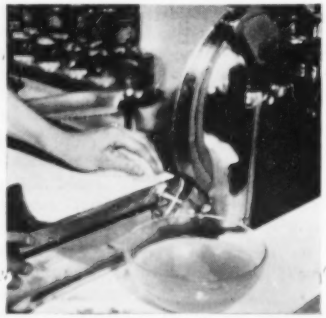
(d) there shall be provided and maintained for use at all such sinks and other facilities—

(1) adequate supplies of soap or other suitable detergent and of clean cloths; or

(2) other adequate and suitable cleaning and drying facilities.

For many years now in the U.S. (far ahead of U.K. in food hygiene) "other adequate and suitable cleaning facilities" have been met with the use of detergent-sterilisers in place of plain cleaners. These compounds ensure that every *cleaning process* is also a *sterilising process* and in this way most of the human hazard potential is automatically reduced.

Here arises the very delicate point of consumer preference. This is based on whether the workers firstly understand what they are using and why they are using it, and secondly whether they like what they are using particularly in terms of skin effect. Experience has taught us that each canteen has to be treated like a hospital patient. No two are exactly the same. No one product will suit all purposes



It is good practice to keep cleaning swabs in a nearby bowl of detergent-steriliser.

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and conditions. The most important thing is a job analysis, and then, understanding conditions relative to worker, management, equipment, environment and throughput, advising those hygiene routines which will be most likely to give the best results.

In other words, from the personnel officer's viewpoint, kitchen hygiene has to be treated like any other production problem in the factory. Slick salesmanship, cut prices, and cure-all methods only lead to false security. An understanding of the problem, the institution of the most suitable routines and, if possible, a bacteriological check at intervals is the way to tackle the problem.

The average kitchen worker learns most by example, by seeing and by doing. If he or she feels that the boss is very keen on hygiene then that active interest in part will become the interest of the staff. Another point is that hygiene must not stand by itself; *the job of food handling and food hygiene is part of the job.*

A real understanding of food hygiene makes the job very much more, not less, interesting. This has been abundantly proved by interest taken in the Deosan film, "Food Without Fear". In just over a year about 200,000 people have seen this film. It puts over scientifically the facts about food borne gastro-enteritis and then shows the firm's cleaning and sterilisation methods in action under practical conditions. In other words, what to use and how to use it. The film makes workers, hand, nose, sink, surface and cloth conscious without frightening them off with the legal aspect. The effects have been excellent.

To the scientist the personnel officer's job looks very much nearer to art than technique. His basic material, human relations, is subject to a wide series of possible conjugation and variation, giving conditions which would bedevil the laboratory man. Nevertheless, if fundamental and applied knowledge which is on the beam can be fed to him he is certain to apply it. The object of this article has been to supply some facts regarding gastro-enteritis in industry together with some suggestions for its control which are in line with progressive industrial thinking.

We are indebted to United Trade Press Ltd. for permission to publish this material which is to appear in the 1957 edition of *Industrial Catering*.

Catering Revolution in a Textile Firm

(*Continued from page* 26)

Stocking, Brief, Jersey, Snag and P.A.Y.E.

Not only have the bars satisfied the employees, but they have also proved a boon to the canteen staff, who are saved half an hour's work each day, and are able thus to leave earlier while still getting the same wage. Consequently, when vacancies occur, the company is able to advertise for staff at more attractive rates than other local firms.

Another of Mr. Burdett's innovations has proved of great benefit to buyers who are generally anxious to complete their business and leave for home as soon as possible. Realising that lunch at a hotel would take the best part of two hours, he converted a number of refreshment trolleys, and after adding gaily-coloured canopies, now uses them as buffet stands, so that the buyers can discuss business while they eat. This idea was so much appreciated that one of them described it as the best he had known in 20 years of buying.

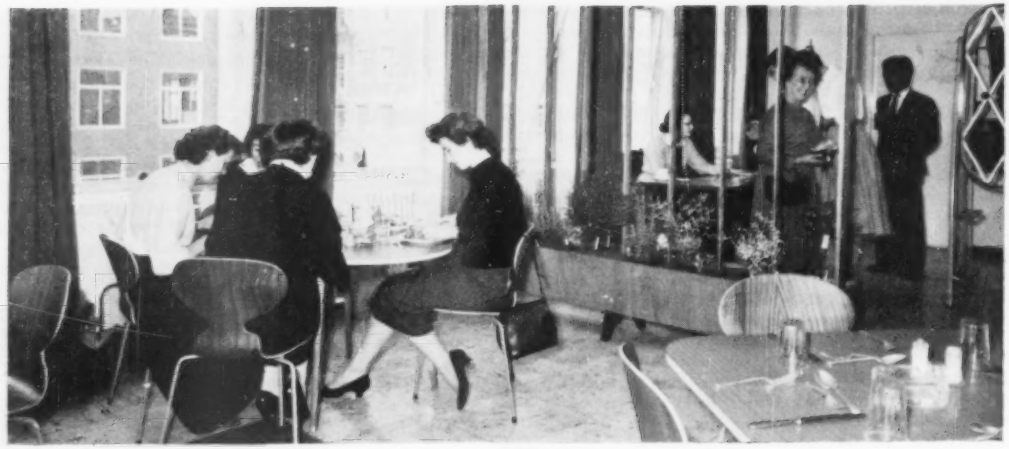
Any factory employing thousands of people is bound to have a number on its payroll who require special diets. At Corah's, these people are not forgotten and the menu generally includes items such as white meat and boiled fish; milk puddings are always available. Recently, a jelly was introduced for diabetics containing Sorbitol, the new sweetening agent.

Not only does the canteen staff attend bi-monthly lectures on hygiene, but food is regularly analysed to ensure perfection. These facts are obviously not unrelated to Corah's having the first, and, at the moment, the only canteen in Leicester which has been awarded the certificate of the Clean Food Guild.

When one considers Mr. Burdett's many accomplishments, it is not surprising that other firms are constantly consulting him about their catering problems. The standard he has set at Corah's in the comparatively short time he has been there is a very high one.

His own comment on this is: "I'm one of the lucky ones. Not only have I the fullest possible support from the board of directors, who are always willing to listen to any ideas I put to them, but I greatly enjoy my job. As for my staff, I can't praise their enthusiasm and loyalty highly enough. Without their willing co-operation, the department would certainly not be able to function efficiently. Those are the real secrets of any success I may have achieved here".

Another innovation has been buffet trolleys at which buyers can discuss business while they eat. This has been very highly appreciated for it saves buyers an enormous amount of time and trouble.



A corner of the Brooke Bond staff restaurant. In the background is a charmingly arranged herb garden from which the chef obtains a variety of flavourings. Beyond that, sits the girl who issues luncheon tickets.

Staff Restaurants à la Mode

London Firms' New Approach to Employee Catering

SEPARATED by only a hundred yards, in a part of the City of London which is at last looking as if someone has managed to convince the authorities that rebuilding might not be a bad idea, are two staff restaurants that can be taken as prototypes of a new approach to industrial catering. These establishments are located in two of the new buildings that have risen on the ruins around St. Paul's, and are, respectively, for the staffs of the paper manufacturers, Wiggins Teape & Co. (1919) Ltd., and the tea firm, Brooke Bond & Co. Ltd. They add a fitting completeness to two very modern company headquarters.

It would be nonsense, of course, to suggest that the catering achievement of these two firms could be applied to a large and scattered engineering works engaged in heavy and dirty processes, but, on the other hand, there is no reason why something similar could not be installed in the smaller compact factory making a lighter range of goods. Certainly, where new office blocks are concerned, either of the restaurants could be taken as a model.

By DAVID JUDGE

Wiggins Teape cater for 700, that is, for almost their entire staff. Their restaurant is on the sixth floor and affords a magnificent view of London, an attraction which means more than it may actually sound, for what begins as a novelty through time is transformed into part of the *atmosphere* of the place. The restaurant is in three sections: a dining-room and lounge for directors, a dining-room for senior executives, and the staff dining-room.

As is found everywhere, the surroundings in which the directors and senior executives eat are more opulent than those for the rest of the staff, though this is largely because the former do much business entertaining on the premises. They enjoy waitress service, and for the directors there is also a separate servery. It should be emphasised, however, that the difference is one of degree, not of kind—and then only a slight one. I have seen many executive dining-rooms far inferior in comfort and attractiveness to that provided by Wiggins Teape for their staff. The general colour scheme embraces grey walls, aquamarine pillars, raspberry-red curtains draping large windows, light beige tables and brown leather chairs.

Coffee and drinks are not served in the staff dining-room, but in a very tastefully appointed club-room, larger than the actual dining-room, with a bar

General view of the Wiggins Teape staff restaurant. Note the lovely wood floor.

at one end. One kitchen, oblong in shape and a model of layout for premises of this type, prepares the food for all three dining-rooms. The food in all three is first class—that goes almost without saying.

One's general impression of the catering set-up here is that it has avoided all trace of that "institutional" look which seems to mar so many otherwise excellent feeding services for employees. And this is due as much to the generous use of space as to the imaginative use of contemporary design.

Even more generous than its ideas on layout is the company's subsidy arrangements. All members of the staff are given "hypothetical" luncheon vouchers to the value of 3s. a day. Should the value of a meal come to more than 3s., the difference must be paid for in cash: likewise, if the meal comes to less than 3s., tickets are issued to the value of the rebate. Staff do not receive this daily allowance of 3s. if they elect to eat out, and this, obviously, is one of the reasons why the restaurant enjoys an almost 100 per cent usage. But it is by no means the only reason, for it was pointed out that the company operated this 3s.-a-day allowance in their old headquarters, but there only about half the staff used the canteen.

Actual cash returns (including, of course, the value of the vouchers) are expected to cover the cost of food and three-quarters of the labour costs. These last are doubtless a heavy item for the total catering staff numbers 38, including the catering manageress, Miss Patterson, one chef, one cook supervisor, one vegetable cook, one pastry cook, three assistant cooks, and six waitresses. Employed on a part-time basis are the kitchen porters, the vegetable preparation hands, trolley girls, and other junior staff.

FRIENDLY SHOW-PIECE

BROOKE BOND & CO. LTD., like Wiggins Teape, have succeeded in building a show-piece staff restaurant without destroying that air of friendly comfort essential to such places. Here, there are two restaurants—a small one for directors and the staff restaurant, covering 4,000 square feet, with a seating capacity of 218. Adjoining the staff restaurant is a most comfortable coffee lounge, opposite which—a good idea this—is a small suite where executives who have to make a very early start the following morning can stay overnight.

Coffee is served in the Wiggins Teape club-room situated on the floor above the restaurant. The large windows afford a magnificent view of London.

The staff restaurant is used by all ranks up to and including senior executives; for those who wish it, waitress service is available at a charge of 6d. per person. The firm does not issue luncheon vouchers, but food and service is heavily subsidised, with the result that one can get a really first-class meal with tea or coffee to follow for as little as 1s. 9d. For twice that sum, it is possible to eat in a style that would cost at least 10s. outside. The result is that Brooke Bond, too, can report 100 per cent usage of their staff catering service.

Undoubtedly the most striking feature of the whole set-up is the layout and decoration of the staff restaurant (see picture). Approximately L-shaped, this dining-room is in the gayest of contemporary styles, with trellis-work, creeper plant, bright drape curtains, large windows, and so forth. The tables are judiciously placed and of all shapes and sizes, so that any suggestion of drab uniformity is avoided. Both are in a pleasant brick colour and the tables are topped with *Formica*. Completing the picture is soft lighting and a really beautiful maple floor.

The total catering staff numbers 22, under a manager-chef, Mr. G. A. Spencer, who by no means regrets his decision to leave hotel work in the West End to take charge of this department at Brooke Bond. Like that at Wiggins Teape, his kitchen is a model of compactness and efficiency: in particular, I liked the Turmix infra grill, which can cook a dozen steaks in under two minutes, so that every customer can be served with freshly grilled steak well within the lunch-break period.

HERE, then, are two ventures in staff catering, differing in many points, but essentially similar in that each has striven to do something new and better in its own way. The firms concerned are located in a commercial area where the competition for staff is fiercer than ever. Their motives for establishing these restaurants were not, of course, to attract new staff so much as to do something for those who had been with them for years. Even so, each firm will admit that their catering service has done much to keep newcomers and reduce that exasperating industrial complaint called labour turnover.

General view of the Brooke Bond restaurant. Note the intelligent use of space.

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Small Points that Attract Custom and Help Staff

It's the little things that count, we are told. Here anyhow are a few that will make your catering service that little bit easier, better and brighter.

THE ideas described in this feature may be said to take over after all the basic equipment and systems have already been applied. They will not solve any basic problems, but they dot the 'i's and cross the 't's of the working routine and produce that little extra efficiency which matters so much in all catering.

Preparing Vegetables

Here, for example, is a new way of preparing vegetables, potatoes in particular. Vegetables are cleaned and potatoes peeled in a room separate from but adjoining the kitchen. There is no door between, just a hatch. This hatch is at the level of the potato-peeling machine in the veg. prep. and a stainless steel slide carries potatoes direct into big sink at 6 in. lower level in kitchen. Women work on either side of sink, eyeing potatoes and dividing them between the two other sinks—one for large potatoes to be chipped, the other for small ones to boil or mash. The whole unit is stainless steel with solid seamless legs and a free standing electric chipper is used in conjunction with it.

When potatoes are finished, other vegetables cleaned and denuded of peel, or outer leaves, come down the shoot to be prepared in their turn. In another establishment I saw a big electrically-driven sieve at work (*outside* the veg. prep. door) cleaning mud and dust off potatoes before they entered the kitchen area.

Better Sandwiches

Where there is a big sandwich and bread and butter trade, many hints could be gained from Lyons sandwich preparation at Cadby Hall. For example, the exact degree of softness of the spread is carefully ensured and the bread is always of the same degree of freshness.

Sandwich loaves are sliced lengthwise and filled. They are placed into a box-like cutting device; the knife is inserted through the slits cutting each loaf into six triangular sandwiches. A shovel-shaped slice lifts out the sandwiches.

On a small scale one of our member firms—a metal working factory—has supplied its canteen with very springy, flexible, broad palette knives for spreading butter, jam, and other sandwich fillings.

Exact measurement of sandwich fillings is the 'gimmick' of another caterer. All sliced meats are cut by the cooks into sandwich portions and laid out as such on greaseproof paper. All creamed fillings are portioned by a small ice-cream scoop and then spread over bread. The exact number of slices of egg, tomato, cucumber and leaves of lettuce are decided upon each day before sandwich cutting begins. (Incidentally, this may sound rather 'stingy' but actually from the customers' point of view it is a great improvement on the 'unlucky dip' method that prevails where no portioning is attempted.)

New ideas in actual fillings:

1. A slice of white bread, a slice of cheese, a slice of brown bread, some tomato slices and slice of white bread.
2. Liver sausage and chopped onion between brown bread.
3. Chopped fried streaky bacon and scrambled egg between hot toast.
4. Cottage cheese and red cabbage. Rather 'gory' looking but tastes delicious.
5. Flaked smoked haddock sprinkled with tomato sauce. (An absolute winner in a drop forge).

Tea and Coffee

The tendency is for more *accuracy* in tea and coffee making. One firm has provided each tea point with a 'pinger' to remind the assistant when the brewing period is over. Another factory has an electric bell in all tea kitchens which is rung from the main kitchen when it is time to brew up.

On the market there are good tea measures and milk measures and sugar measures. Tea already weighed and packed for catering purposes is a good idea too. One firm does all its own preparing of tea and sugar in polythene bags closed with nylon bands, each one marked with a number to correspond with the number painted on each urn.

The new—and not so new— tea and coffee making machines are really in evidence nowadays. At a recent lecture a machine was described, soon to be available in this country, that at the push of a button will make three pints of freshly-ground, freshly infused, freshly percolated coffee.

Smarter Trolleys

The office tea trolley is smarter than ever before. Anodised metals and vinylplastics make it smart and colourful. At last drinks are hot and cups are covered up. One firm showed us a trolley with detachable tray shelves on which corners are open to make for easy cleaning. Another has a discreet musical bell attached so that the office workers can be crooned from deep

absorption in their jobs when tea-time comes around.

Healthy working

Firms are now taking an interest in canteen jobs not only from the financial but from the health point of view. One example is the dropping of a mixer stand between two runs of benching so that the top of its bowl is level with bench top.

Another is the mounting of every available piece of equipment on strong wheels with good brakes so that they can be pushed effortlessly right up to the job.

Small strong bogies for transport of foods and refuse are provided in a good many long kitchens. Also there is a welcome tendency to admit that much kitchen work is done by women and therefore to make equipment of a height and weight most suitable for women workers.

Incidentally, an industrial medical officer said in a recent lecture—the working point should be 38 in. from floor level; seat height 27 in. from floor level with back-rest 9 in. above seat and foot-rest 10 in. from floor level. This doctor advocated seating for suitable working processes and recommended a foot-rest, not only for comfort but for correct body position.

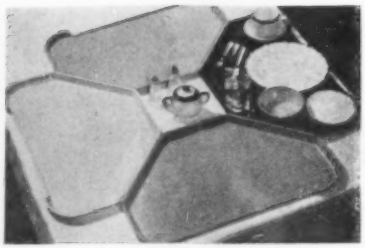
Two Time Savers

Picking up a knife, fork and spoon takes a customer longer in many cases than it takes the canteen assistant to assemble his meal. One canteen manager has designed a neat little fitment to improve on the usual fumbling and rattling about in boxes. There are also units manufactured that stand on the counter and make "pick-ups" easier.

Much good sound research into food preparation is done by various school meals services. One of them has gone to town on apple preparation. "We've timed it all ways" she said. "The quickest is to peel the apple whole with a peeler, cut it in half, and cut the core out of each half with a small sharp potato scoop, then slice or quarter as required".

The Milky Way

One firm reports that after a visit from glamorous Zoë Newton milk sales went up and stayed up. The next best thing is to serve milk in a glass and really *cold*. One way that has proved a lasting success is to chill milk in a cold room, pour into an ordinary multipot and put a tray of glasses beside it. One firm lets them serve themselves. After all, no one can get more than half a pint into an eight-ounce glass.



No need to remove these fibre-glass trays when you sit down to eat, and they still leave room for condiments.

Many firms, too, are selling milk in the form of milk shakes, sodas and ice-cream lines generally. A very simple soda fountain set-up plus some hints and training for a bright girl made more sales for the caterer and a lot of healthy enjoyment for customers. A word of warning here. The eye is all important. Pretty dishes and glasses are really essential for this sort of trade.

Tips from U.S.A.

To make new employees feel at home one firm in California gives everyone a free lunch on his first day at work.

Space-saver trays allow diners to sit four at a table without removing the trays which are made of fibreglass to reduce noise involved in bumping together. The shape allows space on the table for sugar, salt, and other condiments furnished on each table (see picture).

Personnel Management for Canteen Staff

(*Continued from page* 22)

condition in a trade where the wages paid are lower than in most other occupations for women. It is something that all thoughtful employers have well to the forefront of their minds. Not only is the basic pay generally fairly low, but a flat rate is usually paid to all canteen assistants, and the woman who is especially conscientious or is especially good or who has had long service gains no monetary advantage.

The second biggest group of leavers left, literally, for a change. Other reasons may have been given at the beginning of the interview but conversation and questioning showed that this was the real reason. No one course of action would overcome this loss entirely. Indeed, it would not be a good thing altogether to attempt to do so, but behind a good number of those who leave for a change after they have done a year's work is the frustration of working away at a job day after day and seeing no possibility of promotion or change.

Next, numerically, come the groups who leave either to get more money in a catering job or because they hear of another catering job where there are shorter hours or no Saturday work, or because they leave to get a job either in or out of catering which might offer no more money but seems to offer better scope or better prospects.

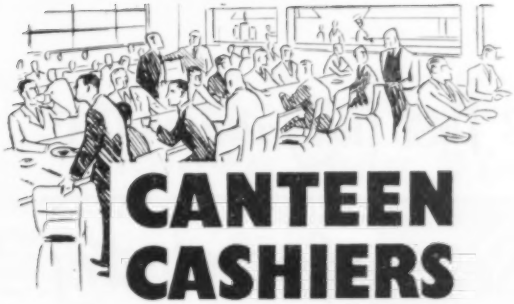
In a diminishing order, other groups left because of genuine family reasons, such as removal to another district, on retirement at the age limit, or after a quarrel with other members of staff.

The answer, where an answer can be found, lies in training and in promotion schemes for all branches of canteen workers. Cooks and prospective cooks are well looked after in the excellent City and Guilds courses available in many technical colleges. Afternoon release to attend such classes helps many young people, male and female, to become excellent cooks and, during the period of training, keeps them contentedly in their job instead of restlessly moving from one post to another.

Other Solutions

The other grades of catering staff offer a more difficult problem, but there are solutions. Good counterhands, for example, could be released for afternoon classes in waiting and then take turns in the executive dining rooms. Young general hands will go to evening classes and, if encouraged, can even see the connection between subjects like English and book-keeping and their future in the catering sphere.

For the rank and file in intelligence and promise, for the older worker and the married woman "part-timer" an *ad hoc* yet planned programme of an occasional demonstration by the chef of a new dish—an afternoon visit to another canteen—a tour of the factory—a course of hygiene lectures—a talk by doctor or nurse on their own health problems—all these serve to break the monotony of jobs which offer nothing much in the way of advancement and increase the morale of people who do hard and very often thankless tasks.



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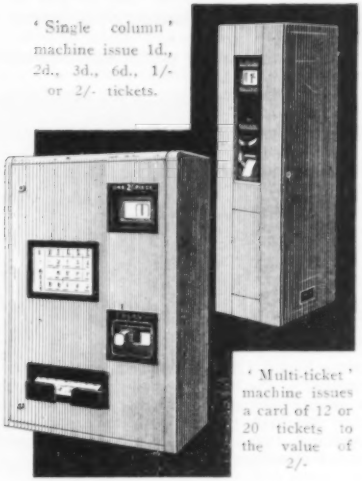

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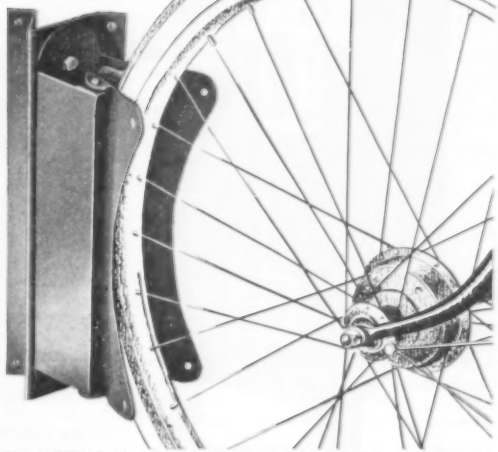

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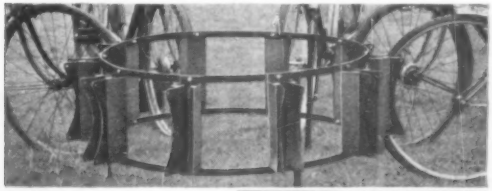
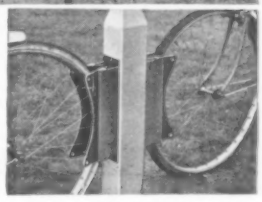


▲ ABIX Cycle Holders fitted on a frame of circular form some 3 ft. in dia. 10 cycles may be accommodated in this way with ample clearance between.

ABIX Cycle Holders ▶ fitted two sides of a wooden post, the four sides of which may be utilised if desired.

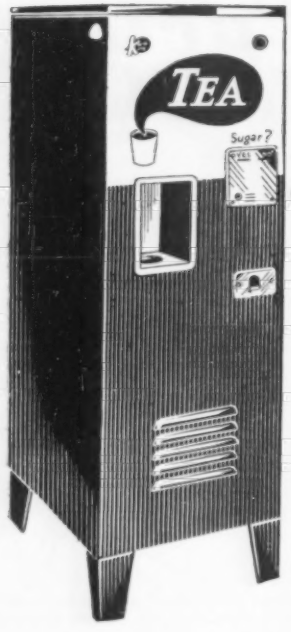


Please write for illustrated catalogue:

ABIX (METAL INDUSTRIES) LTD.

STEEL EQUIPMENT FOR OFFICE AND FACTORY

Taybridge House, Taybridge Road, Battersea, London, S.W.11
Phone: BATtersea 8666-7 *Gram: ABIX BATT LONDON*



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Tea Service for Industry

The TEA CUB is the complete answer to industry's problems in providing staff with refreshing, stimulating on-the-spot tea *without* heavy overheads. It is a revolution in catering — the first fully-automatic coin-operated tea machine.

There are two types of TEA CUB: one serves tea into the employee's own cup, the other delivers it in a throwaway cup.

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W. M. STILL & SONS LIMITED

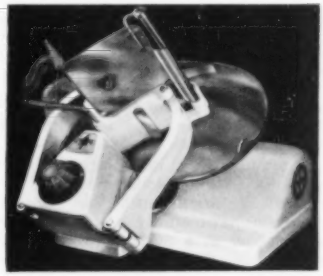
29/31 GREVILLE STREET, LONDON, E.C.1 Telephone: HOLborn 3744

Firms with new products for better, safer working in industry are asked to send details to the Editor with, if possible, an illustration.

Canteen Shop Window

SLICING MADE EASY

THIS new gravity feed slicer has a pivot action to replace the usual slide-bar principle. The special impregnated bearings need no lubrication and as a result there is no oil to come in contact with the food being sliced. The new action is said also to be unable to collect waste or clog in use. Moreover the strong springs that assist the return of the pivoted arms make long spells of slicing much less tiring to the operator. Friction is almost eliminated.



Other features are a larger knife and an easily fitted chute extension to take a whole back or middle of bacon.

Swift and Swallow Ltd., Airport Works, Rochester, Kent.

FOR DIRTY, WET WORK

NOW on the market is a rubber glove with a lining so bonded to the rubber that the makers claim it won't rub or peel off or even get messy when wet. Known as **Sylkette**, these gloves are very hard-wearing and have curved fingers and exclusive roughened, non-slip finish. They cost 4s. 6d. per pair and should be most useful for a number of jobs in canteen kitchens.

London Rubber Co. Ltd., Hall Lane, Chingford, London, E.4.

ROBUST CROCKERY

STREETLY **Melmex** tableware is extremely tough and will not easily chip, crack or break; although of substantial thickness, it is much lighter and has much better heat-retention properties than china. It has an attractive high gloss and is very pleasant to handle.

Melmex Ware needs correct care, but no special care in use. It is easy and

quick to wash up. The lack of chipping saves cut hands or damage to revolving brushes on washing machines. A detergent should be used in all washing-up water, but on no account must it be scoured with abrasive materials.

The entire range has been awarded the Good Housekeeping Institute "Seal of Guarantee" and is available in white, cream, primrose, peach and pastel green.

British Industrial Plastics Ltd., 1 Argyll Street, London W.1.

CHOICE OF DRINKS

THIS J.56, coin operated, soft drink vending machine is designed to accommodate almost all types from 6-12 oz. bottles or cans and, because of its compactness, it can be sited almost anywhere. It occupies, in fact, less than four square feet of floor space yet has a bottle capacity of 90 to 93, depending on the size of the bottle. It is equipped with a Frigidaire hermetically sealed unit.

Other features include a safeguard against damage from too violent use of the lever, a virtually foolproof coin mechanism and a warning light which indicates when the machine is empty. A coin changer can also be fitted.

Coolers & Venders Ltd., 35 Berkeley Square, London, W.1.

TWO-BLADED CHIPPER

SKY-LINE miracle potato chipper with two cutter blades. Chief feature of this new potato chipper is a diecast pusher plate with teeth so constructed that the chipped potato is ejected easily through the cutter blade in one stroke. It is sold with two interchangeable cutter blades—one which cuts 25 normal size chips and a second which cuts 50 very small ones at a go. These cutter blades are of stainless

steel and slip out easily for changing and cleaning. The frame of the chipper is rust resistant and has reinforced sides.

The Prestige Group Ltd., 14-18 Holborn, London, E.C.1.

DIRT-FREE FLOORS

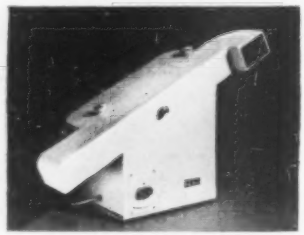
A MANAGER whose canteen is crowded every day with custom is certainly a happy man; the only cloud on his horizon is the thought of what harsh treatment the floor is receiving from those hundreds of pairs of feet. To brighten his outlook a new, oleoresinous deep seal coating is now being marketed which, it is claimed, forms a tough, durable, protective, semi-gloss surface that retains the fine grain pattern of many woods. **Isoseal** penetrates deep into the wood, filling interstices and cracks, so preventing dirt, dust or liquid working their way in. It is also said to be relatively non-slip, heat resisting and impervious to grease, stains and most acids and alkalis. Covering capacity depends on

the density of the wood surface but usual coverage is 45 to 50 sq. yd. per gallon, allowing for the necessary two coats.

British Bitumen Emulsions Ltd., Dundee Road, Trading Estate, Slough.

CUTTING SIMPLIFIED

THE **Hyco** electric roll cutter, it is claimed, automatically cuts more than 60 rolls (round or oblong) per minute, leaving them gaping for filling



with about ½ inch hinge left for handling. A special attachment can be used for cutting rolls right through. Moving parts are entirely enclosed, with a safety device to prevent the cutter revolving when the top is off. Powered by a universal, self-lubricating motor, it operates on 230/250 V., A.C. or D.C. Dimensions: 29 in. x 12 in. x 22 in.

Medcalfe & Co. (1950) Ltd., 141-2 Saffron Hill, London, E.C.1.

FOR OFF-DUTY COMFORT

FOR the canteen coffee lounge or room is this moquette upholstered casual armchair which folds flat for easy storage. Polished wooden arms, a lightweight tubular steel frame and a wide choice of colours combine to make

the **Minipak** sturdy and attractive. The whole weighs only a few pounds and the folding action is quick and simple.

G. Woodrow & Co. Ltd., Swallow Works, Tottenham, London, N.17.

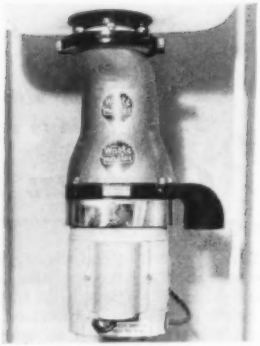
TO WASH AWAY GERMS

THE tedious but all-important task of washing up in the canteen should not be neglected in this review of equipment, and there are four products now on the market which are designed to make the job easier. For all washing up there is *Detergene*, a general-purpose, non-lather powder, and, if it is required to sterilise the articles, *Protex*, a concentrated detergent powder, has been evolved both to cleanse and sterilise. Both these are suitable for machine or hand washing. For crockery and glassware especially, the canteen manager has two choices: *Syntax* is a lather-type powder, whereas *Detergol* is a liquid detergent.

Soaps & Detergents Ltd., 206 Stanley Road, Bootle, Liverpool, 20.

EASY WASTE DISPOSAL

THIS electrically-operated **Waste-master** garbage disposal unit marketed by Dishmaster (London) Ltd. renders dustbins obsolete as it automatically pulverises all food waste, small bones and egg shells, and will even dispose of broken crockery or glass and flush them away down the



drain. With an over-all length of 17½ in. it can easily be fitted into the waste pipe beneath a sink, and grinds everything so finely that it actually helps to keep drains clean.

Dishmaster (London) Ltd., 151 Great Portland Street, London, W.1.

Review of Safety Aids

YOUR CASH IS SAFE

A NEW product which will be welcomed by cashiers who have been perturbed by recent cases of payroll "snatch" robberies, is the **Guard-All Security case.** The case is square and fashioned in strong hide leather, easily handled and, the makers claim, impossible to steal because the action of snatching it from the holder sets off a siren inside which can be heard above the noisiest traffic for 250 yards. Moreover, once started the siren cannot be silenced by the thief; both siren and money are contained within an inner steel-lined safe, fitted with security lock and secret mechanism for switching off the alarm.

The case is attached to the bearer's wrist by a leather strap and the alarm sounds immediately a sudden pull on the strap breaks the circuit. It is made in three different sizes to carry £2,000, £4,000 or £8,000 in pound notes (at prices ranging from £37 10s. to £47 10s.) and cases can be made individually to suit firms' special requirements.

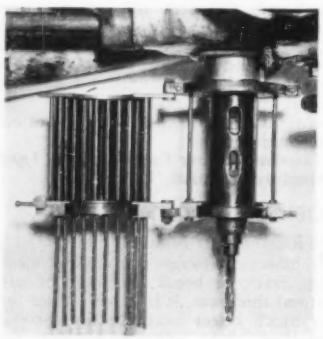
The Security Products Manufacturing Co. Ltd., 44 Tottenham Court Road, London, W.1.

GUARDING PROBLEM SOLVED

ONE piece of engineering equipment which has probably given more headaches to safety officers than any other is the radial-arm drill. The Factory Act demands that it be guarded but for a long time it was impossible to find a suitable method. Metal guards obscured the work from the operator while Perspex guards were quickly scratched and discoloured by the swarf, and before long the operator was unable to see his "punch marks".

Two and a half years ago the accident prevention department of an engineering organisation set out to solve the problem. Six months ago they arrived at a design which was at once tested in one of their own workshops.

This radial-arm-drill guard has been designed to give the drilling machine operator maximum protection whilst still affording a clear view of the work in progress. This applies whatever the configuration of the work since the spring-loaded metal fingers (¼ in. diameter rods) which form the guarding section immediately conform to the contours of the machine table. The



guard is quickly and easily clamped to the lower portion of the machine sleeve and is also supported by a bearing on the spindle; once it is swung into posi-

4 ACES FOR CANTEEN MANAGEMENT

PRACTICALLY every canteen has its particular problem. If it isn't one thing it's another—poor-usage, high costs, a widening gap in the trading account, and many similar etceteras.

A series of *free* INTEL publications (4 of them listed here) make a clinical, ruthless analysis of various canteen troubles. One or all of them could be of help to you if your canteen causes headaches.

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ISOSEAL keeps dirt, dust, liquids, grease and stains on the surface where they can be easily removed.

ISOSEAL Sealer and the resultant **hard coating** withstands heavy foot and wheeled traffic.

ISOSEAL cuts down cleaning and maintenance costs, needs no wax or polishes or special treatment. To clean, wipe down with dry or damp mop.

ISOSEAL can be applied by the handyman—no special labour required.

ISOSEAL is applied simply with a cloth on surfaces freed from wax, grease, alkalis, etc. Two coats required—coverage 45/50 sq. yds. per gal.

ISOSEAL is suitable for schools, hospitals, institutions, canteens, laboratories, offices and factories, etc.

ISOSEAL is used extensively by Flooring Contractors and for untreated wood table tops, benches, counters, park and garden seats, internal and external woodwork of marine craft.

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Telephone: Chester 23128

20 Maukinfauld Road, Glasgow, E.2.
Telephone: Bridgeton 2791

55a Eastgate, Inverness
Telephone: Inverness 533

91a Lower Ashley Road, Bristol, 2
Telephone: Bristol 51436

ASSOCIATE COMPANIES

IRISH COLD BITUMEN LIMITED
136/154 Stranmillis Road, Belfast
Telephone: Belfast 68261,2

COLFIX (DUBLIN) LIMITED
East Wall Road, Dublin, C.10
Telephone: Dublin 41271

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tion on its hinges it remains quite firm and rigid.

The guard moves with the reciprocating sleeve and is still absolutely effective whatever the extension of the sleeve or barrel. Any length of drill can be used even though, when deep holes are drilled, the guard fingers may not be as long as the drill itself. Since swarf is self-clearing through the back of the guard it cannot congregate and so slow down drilling operations. A quick-release catch enables the guard to be opened easily which makes changing the drill a simple operation.

Accident Prevention Dept., Newton, Chambers & Co. Ltd., Thorncliffe, Nr. Sheffield.

ULTRA-VIOLET BARRIER

A RECENT addition to one firm's range of barrier creams, contains a light screen to filter the ultra-violet fraction of light which may photo-sensitise the skin, causing erythema, exudating dermatitis and skin cancer. Originally developed to protect the skin against the effects of photo-sensitisation caused by pitch and tar, No. 12 cream is now used as a protection against flash burns caused by some of the latest arc welding techniques.

Of particular interest to nuclear engineers is a new cream specially formulated to facilitate rapid decontamination of protective clothing exposed to radio-active materials.

Rozalex Ltd., 10 Norfolk Street, Manchester, 2.

SAFE IN EMERGENCIES

THE hazard of molten metal spilling on a foundry moulder's foot is commented upon in this issue's "Point-Counter-Point" columns, and safety officers in this industry will be particularly interested to learn that one firm of manufacturers have evolved a piece of equipment designed to lessen the seriousness of such an accident. When molten metal is spilled in this way it is often necessary for the moulder to remove his boot rapidly. This quick-release boot is claimed to give maximum protection and comfort; yet it can be removed at once simply by pulling one strap.

The release strap is in red leather, so that it stands out prominently on the boot, which is fashioned in full-chrome, greasy, black jungle hide, a very supple leather. It has no laces at all, but the straps ensure that the boot can be easily tightened or loosened. Stitching is in white, heavy cord, and a bellows tongue and wide, padded flap are fitted to give double protection to the instep. A Grade I carbon steel cap ensures toe protection. The sole is a full-chrome, heat-resisting bend sole and can be studded or hobbed as required.

Brynmawr Bootmakers Ltd., Brynmawr, Breconshire, South Wales.

STAY-PUT PROTECTION

YOU can hang upside down wearing this safety helmet and it won't fall off. You can strike it from any angle and it still stays on. This is the **Saycap**

Upside down, but it stays on

industrial safety helmet (approved under B.S. 2095) fitted with a comfortable cap-fitting (detachable for washing) which makes sure that it stays put. The shell is in laminated fabric which, say the makers, will not distort in heat or damp. Reinforced by shock-absorbent sorbo rubber pads in the sides, front and back, it is designed for use by quarrymen, erectors, steel workers, dockers, shipyard workers, in fact any worker likely to knock his head against an obstruction. It is available in all normal hat sizes.

If required it can be fitted with clear or tinted visor which is adjustable to or away from the eyes, and is hinged to swing up and clip under the peak. The same eye protection principle is applied to the maker's **Protectorised** cap visor which is attached to a comfortable lightweight cap with a large, sturdy peak.

W. Crook (Gateshead) Ltd., High Level Factory, Gateshead.

FOLD-AWAY SPECTACLE

MOULDED in non-breakable nylon, this new spectacle (Model 956) weighs ½ oz. and is designed for both men and women workers in any industry where lightweight eye protection is required but where an all-purpose goggle is unnecessary. The side arms which are flexible and unbreakable, say the makers, can be adjusted to fit any face. Nylon side shields prevent foreign matter entering the eyes from this direction.

The lenses are in either acetate or Perspex, clear or coloured as required. When not in use the spectacle, suspended by an elastic thread attached to the side arms, can rest under the chin. The frames are in black translucent nylon, and an alternative version is fitted with elastic head bands. It is not designed to fit over ordinary spectacles but, being completely collapsible, it will fit into the pocket.

Supplied by the same firm, the **Draeger** dust respirator (reviewed, July, 1956) has now been approved by the Ministry of Power and granted certificate DM.101.

Panorama Equipment Ltd., Panorama House, 29-36 Seymour Mews, Wigmore Street, London, W.1.

SHINES BUT WON'T SLIP

FURMOTO non-slip floor cream **Special** is especially prepared for use on rubber, asphalt and composition floorings and produces a brilliant polish which, it is claimed, is definitely non-slip. It does not contain a solvent of any description and is consequently harmless to these surfaces.

One pint is sufficient for approximately 2,000 square feet of flooring. It can be applied by any of the usual methods and should be polished off afterwards.

The Furmoto Chemical Co. Ltd., 1 & 3 Brixton Road, London, S.W.9.

LIGHT AND SPLASH-PROOF

THIS new lightweight foundry suit comprises jacket and trousers made in tough but flexible flameproofed cotton duck. Areas most vulnerable to molten-metal splash are faced with leather and/or asbestos and their size and positioning can be adjusted to meet various foundry conditions. The suit illustrated is designed for light metal

foundries, particularly magnesium and aluminium. The jacket facings extend half-way down the back, over the shoulders and down to the elbows. On the trouser legs they are turned in at the bottom, extending round the front of the leg and up above the knee. Leather used for these facings has a smooth hard surface to prevent the metal splash adhering. If asbestos facings are preferred the suit is made in closely-woven lightweight cloth to keep the total weight down to a minimum.

Photo: J. Stone & Co. (Charlton) Ltd.

The over-all weight of the suit is approximately 8 lb. They are made in small, medium and large sizes, and the flameproof duck is dyed orange, a colour which, say the makers, is not only bright and serviceable, but is liked by foundrymen.

From the same firm comes an air barrier mask which is believed to be the first of its kind. It is designed to protect the respiratory organs, eyes, ears and tender skin from heavy concentration of vapour, fumes, dust and dirt. It is intended for use in extreme conditions of paint and metal spraying, stove enamelling, etc., e.g., where the hazard is blown back into the face, or in confined spaces.

The mask consists of a head assembly, adjustable for size, with rubber lining on which is mounted at the rear the air distributing assembly (filter screens and replaceable pads and retaining ring) which supplies the hood with a constant stream of clean air under pressure, exhausting through the vision opening. This sets up a barrier of air to ensure clear vision. At the front of the head band is attached the vision frame with an aperture of 5 in. by 3½ in. 42 in. of P.V.C. supply hose, diameter ¾ in., is also included.

The hood is worn over the head-band assembly, tightened at the neck by drawstrings, and the vision opening is reinforced at the edges for press-stud

fastening to the frame. Hoods are designed to be expendable and inexpensive and initial production is in translucent Polythene, but if the demand justifies it they will later be made in cloth or paper.

R.F.D. Company Ltd., Industrial Safety Division, Godalming, Surrey.

New Service for Industry

AS part of a new comprehensive co-ordinated technical service to industry, Weatherfoil Ltd., Slough, have created an Air Treatment Division which will work closely with their existing heating and industrial divisions. They will be able to advise, design and supply plant for full air conditioning, ventilation, heating, dust collection, fume removal, spray booths, drying ovens, and process piping.

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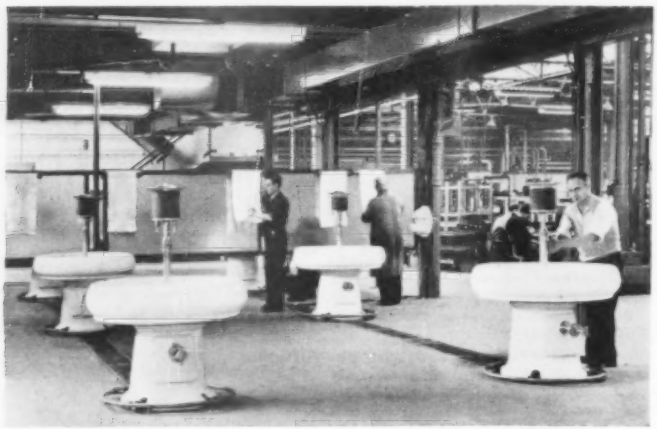
Management News and Ideas



'Showplace' breaks with Tradition

A STRIKING feature of the new Westool Ltd. factory extension at St. Helen's Auckland, Co. Durham, is the way in which the firm has dealt with the important subject of toilet and washing facilities. When planning the extension which doubles the available production area, they decided to make a complete break with tradition and build completely new washing and lavatory accommodation *in the centre of the factory*. (See above.)

Built on a raised floor supported by pillars, the new workshops are approached by a flight of steps at each end. In the open space underneath a number of large circular washing bowls have been installed with soap and towels freely available.

Any fears which the management felt that this central block, visible from every corner of the factory, might create some embarrassment and perhaps resentment amongst the men and women employees, have been completely dispelled. These new quarters, light, airy and hygienic have been welcomed by the staff and they are now one of the showplaces of the works.

News Snaps . . . . . .

NEARLY 500 gallons of blood have been promised to the Midland Regional Blood Transfusion Service by employees of the Austin Motor Co., Longbridge, Birmingham. They have been given time off to donate blood during working hours, and almost 4,000 workers have volunteered for a service which is part of a general Midlands campaign to build up blood reserves for local use.

Less than a fortnight after winning an award in the 1957 BAIE national house journal competition, *G. & G. Echo*, the staff newspaper of Gordon & Gotch Ltd., gained a top award in the contest organised by the International Council of Industrial Editors. Judging was in the U.S.A.

Six per cent of the company's earnings in the past year has been shared amongst employees of Herbert Terry & Sons Ltd., spring manufacturers of Redditch. Totalling £33,458, this is the highest dividend paid since the firm's profit-sharing scheme began in 1950.

A report has now been published by the Manpower Committee of OEEC on the subject of scientific and technical manpower in Western Europe, Canada and the United States.

Youths aged between 16 and 18 years are to be recruited for a new training scheme aimed to provide much-needed technologists in the leather industry.

Appointments

Mr. Alfred Richardson, O.B.E., deputy public relations adviser to the Prime Minister, has been appointed chief information officer, Ministry of Labour and National Service in succession to **Mr. Lex Hornsby, C.B.E.**

Because of its increasing activities in the spheres of education and training for office management, as well as the application of method study techniques and electronic computers to office work, the Office Management Association has created the post of technical officer. The first person to be appointed is **Mr. R. H. de G. Matley** who, before joining the Association in 1948, was manager of the Office Management Division of the B.I.M.

Samuel Fox and Co. Ltd. (a subsidiary of United Steel) announce that **Mr. G. D. Illingworth** has been appointed labour manager and will be responsible for engagement of labour, the safety and welfare departments and for works publications. He succeeds **Mr. B. Butcher** who was recently appointed a director of the company.

Honours

Sharing in this year's Birthday Honours is **Mr. Albert J. Porter** who has been awarded the M.B.E. for his service to the voluntary industrial safety movement in Scotland over the past 20 years. Mr. Porter has been honorary secretary of the Glasgow Industrial Accident Prevention Group since 1937 and in that time his efforts have helped to strengthen the Scottish safety movement until today there are 10 groups north of the border with a membership of over 700 firms. He is employed by Esso Petroleum Co. Ltd. and is well known as the safety expert at their Bowling ocean terminal.

Elections

The following will serve on the **BACIE** Executive Council (1957-58):—

J. Crosbie, I.C.I. Ltd. (Metals Division); C. E. C. Eastman, education and training officer, Unilever Ltd.; C. E. Escritt, secretary, Oxford University Appointments Committee; Norman Fisher, principal, National Coal Board Staff College; Miss B. Foyle, joint managing director, Boxfoldia Ltd.; J. A. Hunt, M.B.E., general manager, The Hymatic Engineering Co. Ltd.; Dr. D. J. Lysaght, principal, Loughborough College; Dr. A. J. McIntosh, director, City of London College; A. R. O. McMillan, O.B.E., chief training and education officer, Bristol Aeroplane Co. Ltd.; D. E. Woodbine Parish, chairman and managing director, Holliday and Greenwood Ltd.; D. G. A. Sanders, T.D., education and training officer, Metal Box Co. Ltd.; Captain L. S. Saunders, D.S.O., R.N., director of training, Stewarts and Lloyds Ltd.; Major W. F. F. Scott, M.C., Tube Investment Ltd.; Dr. James S. Tait, principal, Northampton Polytechnic, London; D. Cleghorn Thomson, director of welfare, Central Electricity Authority; A. W. W. Watson, labour and training officer, British Iron and Steel Federation; Dr. James Welch, director of education, Richard Thomas and Baldwins Ltd.

The Role of the Personnel Officer

(*Continued from page* 16)

the fact remains that gainful occupation involves us in a number of relationships which don't exist in other spheres.

I doubt if the panel meant us to take the "If" too seriously. Perhaps it was put in for form's sake. Most of them are concerned successfully with digging a useful nugget or two from the industrial dross and know a good balance-sheet when they see it. I can't see the missionary zeal as the mainspring of their motivation.

I was vexed to note that the panel introduced a most important subject under "Pattern of Organisation" then kissed it goodbye before you could say "interdepartmental". Let me rush in where the angels feared to tread. Surely the personnel officer must be concerned deeply with organisation. Why set up systems which cause strain when by some well-directed thought they could be designed to induce co-operation? How can a personnel officer advise on job filling or salaries without careful job studies involving the sorting out of relationships? Is there no value to be placed on the evidence acquired in the sifting-out process? It's true that work study man is also down there white-anting the general manager's idea of a company structure. He too should be heard and probably is if he can show it on a financial balance-sheet. To listen too much to the work study man, however, will result in a product centred organisation about which the panel showed some concern.

Concept Demolished

I commend the panel's horse-sense and courage in demolishing the "professional" concept of personnel management and justify my continued use of the inverted commas. Maybe this is why the I.P.M. is disowning the whole thing. They have long sought to dignify our daily task with an air of importance which ill becomes the superannuated production managers, intellectuals, social scientists and chairman's sons which comprise our ranks. All the more reason they might think for turning it into a respectable "profession" and about as easy to do as to turn general management into a "profession".

Finally, a difficulty, more real than apparent, is the position of the personnel officer in the management team. Is he part of management? Does he represent the employees? Is he gloriously independent of both?

This last is an attractive proposition. Many of us may lean unconsciously towards a role of the detached, objective mediator/negotiator but it is, alas, an untenable position. After all, we are paid to advise the management. The trades union official is paid to advise and negotiate for the work people or the non-management. We must accept without reservation that personnel management is part of general management. I am not overlooking the valuable contribution which can be made to industrial relations by an independent non-managerial, non-trades union official who is employed by work people, such as Dr. Elliot Jaques at Glacier Metal. This phenomenon is, of course, a reflection of the advanced thinking of Glacier Metal's top management, who are away out ahead in some of their ideas of an industrial society.

In conclusion, may I say that I wish the author had omitted the last sentence from his conclusion because it descended, I regret to report, into the soggy mire of sentimental abstraction. This lapse, however, cannot detract from the general excellence of the whole pamphlet, which is a piece of inspired reporting, but it may serve to stop the main text from being read by those busy souls who read the conclusions of any publication first and the contents only if their curiosity has been aroused.

For the "know-alls" it is old stuff, but for the sincere personnel officer who sometimes wonders where it all leads it will be an invaluable perspective aid. It should be read by a wide industrial public and the personnel officer would be well advised to devote a part of his slender budget to purchasing a large number of copies for distribution to his line colleagues and seniors.

It should be given away free to each member of the I.P.M. Council.

August Diary

INDUSTRIAL WELFARE SOCIETY

29 September 2. **Keble College, Oxford.** 8th annual conference for apprentices, first part. Theme: "The approach to industrial responsibility." Second part: September 3-7.

URCHFONT MANOR

26 September 1. Work, leisure and ideas. Introduction of young people of promise—apprentices, office workers, technical college students—to subjects not in examination syllabuses.

EXHIBITIONS

29 September 12. **London.** 21st Engineering, Marine, Welding and Nuclear Energy Exhibition.

I.C.A.—No Change

IN our June issue we published a report that some members of the Industrial Catering Association were in favour of changing the title to include concerns such as staff restaurants and hospital canteens. We understand that this attitude by no means represents the official policy of the ICA, nor is it under official consideration.

Catering Ideas

THE increased interest in industrial catering observed since the war has meant, above all else, that the canteen manager does not have very far to look for literature on method or policy. To add to this very healthy dissemination of ideas Mr. H. V. Black, F.R.S.A., has contributed four booklets on the economics and principles of running a canteen. These are entitled respectively: "Four Ways of Conducting your Canteen", "The Economy of Employee Feeding", "The Logical Objective" and "The Canteen Main Meal".

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